SAN DIEGO
Regional Task Force on Homelessness

Regional Community Action Plan to Prevent and End Homelessness in San Diego

SEPTEMBER 2022

Homelessness is both an **UNACCEPTABLE** and **SOLVABLE** problem in San Diego.

HOUSING is a basic **HUMAN RIGHT** that should be afforded to **ALL** San Diegans.

" Housing ENDS homelessness. While it's a complex and layered issue, if we start every conversation about homelessness with the truism that if a person has a home, they are no longer homeless, other aspects can fall into their proper place. "

TAMERA KOHLER
CEO, Regional Task Force on Homelessness

The time to act is **NOW**.

Image courtesy of Humble Design

ACKNOWLEDGEMENTS

CoC ADVISORY BOARD & COMMITTEES

The San Diego CoC, the county-wide regional body designated by the U.S. Department of Housing and Urban Development (HUD) is tasked with bringing together stakeholders who have a common goal to end homelessness and develop and implement a regional plan to achieve this goal. The RTFH serves as the lead agency for the San Diego CoC and embodies a Collective Impact Framework that includes a diverse group of stakeholders: elected officials (Federal, state, and local), government agencies – including the U.S. Department of Veterans Affairs, County of San Diego, and cities – homeless services providers, faith-based organizations, law enforcement, healthcare partners, the education sector, philanthropy, business partners, persons with lived experience, advocates, and others.

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AD HOC COMMITTEE ON ADDRESSING HOMELESSNESS AMONG BLACK SAN DIEGANS
AD HOC COMMITTEE ON AGING AND HOMELESSNESS
AD HOC COMMITTEE ON HEALTH AND HOMELESSNESS

CLICK to learn more about these committees

*Board as of June 2022

RTFH is honored to serve as the designated CoC for the San Diego region. The progress we have made over the last few years is remarkable, despite the public health pandemic and other challenges facing the community. We would like to recognize the RTFH Executive Leadership team and talented staff who continue to be committed and dedicated to reduce and end homelessness in the San Diego region. The support provided by RTFH staff to the CoC Advisory Board, the committees, our network of partners, and the community is invaluable. The knowledge and passion of the entire team creates a unique opportunity to make a difference in the lives of our unsheltered neighbors. We are truly thankful for all who have made the decision to join us in being part of the solution to ending homelessness

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CONTENTS

This Regional Community Action Plan to Prevent and End Homelessness in San Diego (Regional Plan) sets forth a shared vision and foundation for ending homelessness throughout the San Diego region over the next five years. The Regional Plan identifies system and resource gaps, promotes evidence-based approaches for the homelessness crisis response system including person-centered orientations like Housing First, Trauma Informed Care, and progressive engagement, places a focus on equity, and embraces the truth that ENDING HOMELESSNESS begins with a HOME, and EVERYONE can thrive in HOUSING with appropriate SUPPORT.

The Regional Plan adopts the shared vision of an END to HOMELESSNESS across San Diego County through a housing-focused, equity driven, and person-centered system of care.

Ending homelessness does not mean there will never be another person who will face a housing crisis in San Diego again. Rather, it means San Diego will have a robust coordinated system in place to prevent housing loss when possible, and when not prevented, to respond with urgency, eagerness, and compassion, to engage people in a meaningful way, connect them to permanent housing as quickly as possible, and provide stabilizing community supports. San Diego embraces the vision of making homelessness rare, brief, and one-time.

It is an unprecedented time to address homelessness in San Diego. Though COVID-19 exacerbated the housing and homelessness problem, it also forced rapid planning and response, collaboration across sectors, stimulated more federal and state funding for solutions than ever before, and catalyzed political will, leadership, and momentum to do something significant on the issue. It is also a critical moment in our history, with a national call for social justice and the pursuit of racial equity. San Diego cannot end homelessness without simultaneously addressing systemic institutional racism, dismantling racist policies, and ensuring an equitable response to those experiencing homelessness. San Diego is ready to act.

Until now, the work to prevent and end homelessness across San Diego County has been guided by a variety of plans - federal and state plans, a regional plan to end youth homelessness, various city plans across the county, and sub-regional goals and strategies. The purpose of this Regional Plan, essentially a "Plan of Plans," is to align all stakeholders under one vision, adopt a set of core principles, identify system priorities, goals, and strategies, ensure strong measures and accountability, and act with a sense of urgency.

The CoC, including the Advisory Board, Committees, and Membership, has a powerful role to play in realizing the adopted vision, embracing and practicing the principles below, implementing the goals and strategies identified, and being accountable to the shared community measures.

Lastly, this Regional Plan is a dynamic document intended to be updated and adjusted as the local context changes, new resources are made available, and the data points to new strategies. However, as the plan changes and evolves, the commitments embodied in the plan remain the same.

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CORE SYSTEM PRINCIPLES EXPECTED OF ALL STAKEHOLDERS IN SAN DIEGO

To achieve the vision outlined in this plan, the region is committing to a set of principles that directs how we collaboratively do the work of preventing and ending homelessness in San Diego. These core principles define our culture of working together and will guide all actions and decision making as a community moving forward.

- **Act with Urgency, Compassion, and Eagerness**
- **Unified and Committed Leadership**
- **Commitment to Housing as the Solution**
- **Centering Racial Equity and Social Justice**
- **Include and Value the Voices of those with Lived Experience**
- **Shared Accountability, Responsibility, and Transparency**
- **Promote a Person-Centered Homelessness Response System**
- **Value the Critical Role of Homeless Services Providers**
- **Data Must Drive Decision Making**
- **Collaboratively Seek and Align Funding to Achieve Goals**

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RTFH believes all people deserve compassion, respect and to be treated with dignity

Image courtesy of Humble Design

REGIONAL GOALS AND STRATEGIES OVER THE NEXT FIVE YEARS

Building on the regional vision and core principles, the following people and system goals will guide strategies, priorities, funding, and action. All of the population-based and system goals are aligned with and embedded in existing federal, state, or local plans.

PEOPLE GOALS	SYSTEM GOALS	SYSTEM STRATEGIES
End Veteran Homelessness	**Create a Strong and Equitable Regional System to End Homelessness**	• Strengthen coordination • Educate the community • Mobilize diverse stakeholders • Build equity and inclusion into the system • Align funding • Enhance capacity of homeless services system • Use data to evaluate and improve performance
End Youth Homelessness	**Aggressively Expand Permanent Housing Options**	• Develop new affordable and supportive housing units • Maximize utilization of existing rental stock • Pair housing with supportive services for stability
Reduce Unsheltered Homelessness by 50%	**Meet the Needs of People Experiencing Unsheltered Homelessness**	• End the criminalization of homelessness • Continue to build the practice of high-quality street outreach services • Implement a regional clearance with support framework for addressing encampments
Prevent and End Homelessness Among Older Adults	**Create Safe, Low-Barrier, and Housing-Focused Shelter**	• Increase the number of low-barrier, housing-focused shelter beds • Coordinate temporary housing intake • Implement a low-barrier model and make services available
End Family Homelessness	**Reduce the Flow of People Entering Homelessness**	• Develop a coordinated system for homelessness prevention • Work across sectors to prevent discharges into homelessness • Prevent returns to homelessness

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REGIONAL AND SUB-REGIONAL PROJECTED INTERVENTION NEEDS

Currently there are not enough resources to effectively make homelessness in San Diego rare, brief, and one-time. Several of the strategies above focus on increasing the number of existing system resources. A critical component of this Regional Plan includes identifying the specific gaps in interventions and projected targets to meet the demand. The RTFH worked with CSH to conduct the analysis and CSH used the same methodology for a similar analysis within the City of San Diego's Community Action Plan on Homelessness.

The following includes the needed amount of diversion services, low-barrier shelter beds, low-income affordable housing, rapid re-housing, and permanent supportive housing at both regional and sub-regional levels for families and single adults (includes sub-populations - Veterans, youth 18-24, and seniors). These targets need to be used at regional and sub-regional levels to drive planning and priorities, funding allocations, land use strategies, and partnerships.

INTERVENTION TYPE	CITY OF SAN DIEGO	EAST COUNTY	NORTH COUNTY	SOUTH COUNTY	TOTAL
Diversion	3,131	316	659	365	**4,470**
Emergency Shelter	430-600	150-230	150-230	150-230	**850-1,290**
Low-Income Housing	3,132	797	798	319	**5,046**
Rapid Re-Housing	7,309	1,858	1,863	743	**11,774**
Permanent Supportive Housing	2,676	658	718	294	**4,347**

SHARED MEASURES

The region will review performance regularly and make mid-course adjustments depending on data findings and changing community contexts. Performance will be measured using different approaches in alignment with the identified goals and themes of the plan:

- Increase the performance of the Homeless Crisis Response System
- Center racial equity and reduce racial disparities
- Increase temporary and permanent housing resources based on need
- Know every person by name and reach "Functional Zero."
- Ensure the system is meeting the needs of persons receiving services

The region will commit to conducting regular performance review, analyzing data and performance, and make mid-course adjustments depending on data findings and changing community contexts.

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IMPLEMENTING THE PLAN

A detailed implementation plan will be developed as a companion document to the Regional Plan and will outline the tasks, timelines, and resources to achieve the Plan goals. Part 3: Implementation and Measures of the Regional Plan provides more detail of the critical role each entity identified below will have in the implementation of the Regional Plan goals.

- **CoC Advisory Board**
- **CoC Committees**
- **Regional Task Force on Homelessness**
- **Government Agencies – Cities and County**
- **Homeless Services Providers and CoC Membership including Persons with Lived Experience**

"We all want to be working towards a homeless response system that we all can be proud of."

CSH DATA MODELING COMMUNITY ENGAGEMENT PARTICIPANT
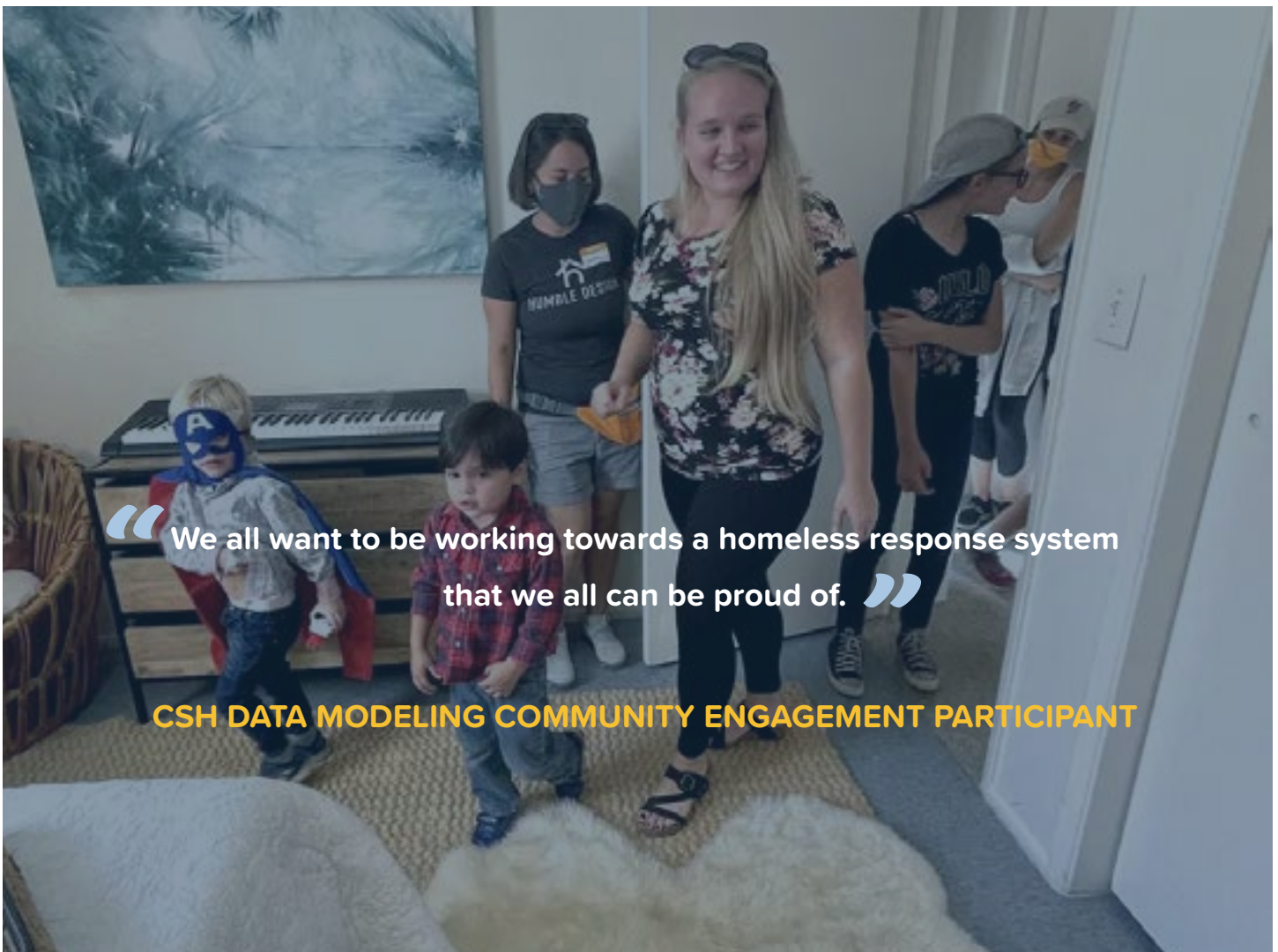
Image courtesy of Humble Design

HOUSING is a basic **HUMAN RIGHT** that should be afforded to ALL San Diegans.

Housing is a key social determinant of **HEALTH** and improves the well-being of people and communities.

Ending homelessness **STARTS WITH A HOME.**

"While there's a lot of work to be done, there's immense opportunity to make a difference in the lives of our unsheltered neighbors. I look forward to working with my fellow board members and other stakeholders to use all of the available tools, knowledge and talent at our disposal to end homelessness in San Diego. "

SEAN SPEAR

Chair, CoC Advisory Board

The time to act is **NOW.**

BACKGROUND:
HOMELESSNESS IS UNACCEPTABLE IN SAN DIEGO

Homelessness is an unacceptable crisis across the San Diego region and is traumatic for those who experience it. For children, it can impede success in adulthood; for seniors it can exacerbate serious health conditions; and for those most vulnerable and living on our streets, it can end in death.

Homelessness impacts both unhoused and housed neighbors, businesses, and every community across the region. People are calling for action. Elected officials, government agencies, homeless services providers, and leaders across various sectors are committed to creating a regional systems-level response to make the experience of homelessness a rare circumstance, brief in duration, and a one-time occurrence when it happens.

EXTENT OF THE CRISIS

San Diego has consistently ranked among the top communities in the nation with the highest numbers of people experiencing homelessness.

According to the 2020 Point-In-Time (PIT) Count (conducted prior to COVID-19), there were a minimum of 7,638 people experiencing homelessness on a single night in January 2020 (pre-pandemic), with just over half living unsheltered. The region did not conduct an unsheltered PIT count in 2021 due to COVID-19, but determined there were 4,143 people living in shelter on a single night in January 2021, representing a 12% increase in persons in shelter from 2020.

While the PIT represents a one-night snapshot, in 2020 the homelessness crisis response system served just over 38,000 unduplicated people across all interventions from homelessness prevention through permanent supportive housing, according to data collected by homeless services providers in the Homeless Management Information System (HMIS). This figure includes a record number 8,687 single adults and 643 families served in emergency shelters and over 14,000 people served through street outreach.

The flow of people into homelessness is troubling. In 2020, just over 4,000 people entered homelessness for the first time, a significant increase from prior years and likely attributable to the pandemic.[1] [2] And for those who had previously exited to permanent housing, about a quarter returned to homelessness two years later. A major challenge is that the inflow of people into the homeless system, whether for the first time, returning after being successful, or churning unsuccessfully through programs and/or institutions, outpaces the number of people exiting homelessness to permanent housing each month.

Lastly, stark racial disparities exist within San Diego's homeless population, especially among Black people. In San Diego, Black people make up about 5.5% of the general population but represent 21% of those living unsheltered and 30%[3] of people living in shelter. And according to a 2021 Zillow study, Black renters in San Diego are more rent burdened than anywhere else in the country.[4] For the San Diego region to achieve a

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1   HUD defines a person as being homeless for the first time if they have not received any housing or services that are documented in HMIS within the past 24 months.
2   Regional Task Force on Homelessness (2021) Homeless Crisis Response System: 2020 Data and Performance;
    https://www.rtfhsd.org/wp-content/uploads/RTFH-2020-Homeless-Response-System-Report.pdf
3   Figures are from the 2020 San Diego Point-In-Time Count
4   Zillow (2021) Where the Rent Burden is Most Unequal Across Racial Communities

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racially equitable community it must simultaneously address the homelessness and housing crisis and dismantle long-standing racist systems and policies that are the root causes of racial inequity.

CAUSES OF HOMELESSNESS

Homelessness is not a new phenomenon in the United States nor is it new in San Diego. The causes of homelessness are complex. What we know today is that a convergence of macro and micro forces has fueled the homelessness crisis. Since the 1980's, the crisis can be attributed to the significant loss of affordable housing, wages and public assistance that have not kept up with the cost of living, the deinstitutionalization of state psychiatric institutions, and the rapid growth of income inequality especially within major urban markets like San Diego.[5] [6] It is also known that micro-level forces – such as health, mental health, substance use, early childhood trauma, economic forces such as job loss or living on a fixed income, domestic violence, and others – play a role and are prevalent in San Diego's homeless population. It is the convergence of these micro forces with the macro factors that largely leads to homelessness and is what is playing out in San Diego. People with multiple or acute micro-level vulnerabilities are more susceptible to macro-level forces in the housing and economic systems and end up experiencing homelessness at higher rates than other San Diegans. This is evident in the growing number of seniors facing housing loss and homelessness due limited financial resources, young adults who lack strong social supports, families and women that have fled domestic violence situations, and the many individuals struggling with mental and behavioral health issues who are experiencing unsheltered homelessness.

SAN DIEGO'S HOUSING CRISIS SIGNIFICANTLY INFLUENCES HOMELESSNESS

Extremely high home prices, high rental costs, and low vacancy rates especially for lower cost units characterize San Diego's housing market. Recent data has ranked San Diego as the 8th most expensive rental market in the country only slightly behind other California cities such as San Francisco, San Jose, Oakland, and Los Angeles, and East Coast cities such as New York, Washington DC, and Boston. And while COVID-19 impacted the housing market, rents in San Diego remained the same while other California cities experienced decreases. [7]

Housing affordability significantly contributes to homelessness. Rates of homelessness in communities rise when rental costs begin exceeding 32% of the median income.[8] It is estimated that over half of San Diego renters spend more than a third of their income on rent and 81% of extremely low-income households (households earning less than 30% of the Area Median Income) pay more than half of their income on rent. A staggering 132,298 low-income renter households (households that earn less than 50% of AMI) do not have access to an affordable home.[9] In 2021 it is estimated that a person needs to make almost $32 an hour to afford a one-bedroom apartment in San Diego.[10]

To meet the housing demand for the region, over 171,000 new housing units are needed over the next ten years (2021-2029) according to the most recent Regional Housing Needs Assessment (RHNA) prepared by the San Diego Association of Governments (SANDAG).[11] This includes 26,627 low-income and 42,332 very low-income units. All cities and the unincorporated county have unit targets to be reached at each income level as part of the RHNA plan.

5   United States Interagency Council on Homelessness (2015) Opening Doors: Federal Strategic Plan to Prevent and End Homelessness - Amended
6   Lee, Barret, Shinn, Marybeth, and Culhane, Dennis (2021) Homelessness as a Moving Target; The Annals of the American Academy of Political and Social Science
7   CalMatters (April 2021) Californian's: Here's Why Your Housing Costs are so High
8   Glynn, Chris, Byrne, Thomas, and Culhane, Dennis (2020) Inflection Points In Community-Level Homeless Rates
9   California Housing Partnership (2021) San Diego County 2021 Affordable Housing Needs Report
10 National Low-Income Housing Coalition (2021) Out of Reach
11 San Diego Association of Governments (2020) 6th Cycle Regional Housing Needs Assessment Plan Final

BACKGROUND AND EVOLUTION OF THE SAN DIEGO REGION'S RESPONSE AND REMAINING GAPS

Right now, there is more political will, leadership, and momentum in the San Diego region to do something significant and move forward on a strategic approach to address homelessness than ever before. Much of this leadership is centered around the CoC with the Advisory Board, membership, and committees. The CoC embodies the collective impact framework of bringing together cross-sector stakeholders – elected officials, government agencies, homeless services providers, healthcare, law enforcement, education, business, persons with lived experience, advocates, and others - with a common vision and shared measures to END HOMELESSNESS.

This growth in leadership has been intentional. In 2014, after successful local initiatives such as Registry Week and Blitz Week (local adaptations of Community Solutions' national 100,000 Homes Campaign), Project 25 — a frequent user pilot led by the United Way, Father Joes Villages, the San Diego Housing Commission (SDHC), and the County of San Diego that embraced a Housing First approach, and population-based efforts like the national 25 Cities initiative led by the VA and Community Solutions focused on Veteran homelessness, the CoC Board reconvened as a high-level leadership body to move the needle on homelessness. This reconfiguration of the CoC was also heavily influenced by federal policy shifts and requirements in the Homelessness Emergency and Rapid Transition to Housing (HEARTH) Act and the subsequent CoC Interim Rule. While the CoC Board was seated with all of the key stakeholders, there was no backbone organization with capacity and expertise to provide the regional strategy and coordination needed to operationalize the work of the CoC.

MOMENTUM OF CRITICAL STAKEHOLDERS AND EFFORTS

CoC Board and the Regional Task Force on Homelessness

In 2017, the CoC Board acted to build out the role of the RTFH, a nonprofit corporation, to serve as the backbone entity for the CoC. Previously, RTFH had only served the role of the collaborative applicant to HUD for CoC funding, organized the annual PITC and administered the region's homeless data system, HMIS. With this shift, the RTFH was empowered to provide regional leadership, planning, policy direction, performance monitoring, and coordination of the homelessness crisis response system. While the CoC was reorganizing itself and building capacity of both the board and the RTFH to take on this new role, other community partners in the CoC were also gaining strength.

Elected Leaders

Leadership across San Diego's federal, state, and local elected leaders has been increasing in the last several years. Issues of homelessness and affordable housing are of top concern and are key policy priorities of local mayors, city councilmembers, county supervisors, state assembly members and senators, and San Diego's congressional delegation. Many in recent years have run on housing and homeless platforms as "the issue" they will tackle in office and have stepped up once in office and are taking action. While this evolution has been promising, more bold and sustained action is still needed across all levels of elected leaders.

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Cities and County of San Diego

The City of San Diego and the San Diego Housing Commission (SDHC) adopted a Community Action Plan on Homelessness in 2019, and the City recently created the Department of Homelessness Strategies and Solutions. These person-centered and systems level efforts support and solidify previous City efforts like SDHC's Housing First San Diego plan initially adopted in 2014, the creation of new bridge shelters, new coordinated outreach approaches and centralized shelter intake, the implementation of the City and SDHC's Homelessness Response Center, and standing up new supportive housing units including the recent purchase of hotels through the State's Project Homekey program.

Additionally, other cities across the region, such as Carlsbad, Encinitas, Escondido, La Mesa, Oceanside, and Vista have also recently adopted plans to address homelessness and are actively taking steps to help and house residents experiencing homelessness. Regardless of adopted plans or size, all cities are creating partnerships, aligning resources, and standing up programs to better serve individuals and families experiencing homelessness in their cities and in neighboring cities. And more recently a handful of cities including Oceanside, Chula Vista, National City, and Vista are moving forward with shelter operations in their jurisdictions.

Lastly, with direction from the Board of Supervisors, the County of San Diego is taking new action on homelessness. The County of San Diego has reorganized its structure to tackle homelessness and recently established a Department of Homelessness Solutions and Equitable Communities with an Office of Homeless Solutions to help lead efforts. This new infrastructure will enable the County to deepen its role, implement the newly adopted County of San Diego homelessness framework, and help scale successful past efforts such as Project One For All (POFA), and Whole Person Wellness, and to coordinate various County departments that interact with people experiencing homelessness.

Sub-Regional Efforts

Sub-regional efforts have emerged across San Diego County with representation from elected officials, cities, service providers, business, and other partners. In North County, elected leaders created a framework for addressing homelessness in the region, local city staff focused on homelessness are meeting, and efforts are building on the long-time work of the Alliance for Regional Solutions (ARS) that brings together diverse stakeholders especially local services providers. The East County Homeless Task Force (ECHTF), a leadership body convened under the East County Chamber of Commerce, has developed an action plan for addressing homelessness in East County communities. The South Region Homeless Alliance has identified strategies to serve communities in South County.

Network of Homeless Services Providers

Ending homelessness in San Diego depends on the network of dedicated homeless services providers. Their sense of urgency and commitment were never more apparent than during the recent COVID-19 crisis with outreach workers, shelter staff, and housing services staff risking their health and the health of their families to provide critical support during the pandemic.

The homeless service system had been building capacity and strengthening performance long before the crisis. There has been an expansion of street outreach services in all areas of the county with teams using a housing-focused approach and coordinating more than ever before. Emergency shelter providers are deploying low-barrier, housing-focused models and incorporating diversion techniques. Rapid re-housing partners continue

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to learn and refine this model to move people into housing faster and to maintain stability. And permanent supportive housing providers are embracing Housing First concepts such as Harm Reduction, incorporating peer advocates into their models, and creating strong partnerships with health and behavioral health services. Additionally, technology innovations such as 211 San Diego's Community Information Exchange (CIE) is allowing for enhanced care coordination among homeless services agencies and other sector partners.

Persons with Lived Experience
More and more, the expertise of people with lived or living experiences of homelessness is being considered actionable data in program design and policy-making. Groups such as the Voices of Our City Choir, the San Diego Housing Federation's Homeless-Experienced Advocacy and Leadership (HEAL) Network, Lived Expertise Advisers (LEA) and LIVEX actively weigh in on local, state, and federal policy and programs and there is commitment across the region to include people with lived expertise or experience in advisory and decision-making bodies.

Other Government Agencies and Partners
Many other government agencies and partners have also stepped up. Leadership at the VA San Diego Healthcare System are engaged and helping to drive efforts to reduce and end Veteran homelessness. Education partners such as the County Office of Education are assisting with efforts to end youth and family homelessness. Healthcare partners including hospitals, health clinics, and Medi-Cal Managed Care Plans are increasing their strategies and developing partnerships with housing and homelessness providers. Criminal justice entities such as Probation and Parole are undertaking housing strategies to strive to meet the housing need for those exiting incarceration. State partners such as the California Department of Transportation (Caltrans) are actively coordinating with stakeholders on encampment strategies. Lastly, Tribal partners are beginning to engage in homeless and housing efforts.

Private Sector and Faith-Based Engagement
Over the past several years the private sector has been more actively engaged in ending homelessness. Leaders with the Lucky Duck Foundation have helped shape direction on the issue and have used their philanthropic resources to partner with the public sector on strategies such as the creation of the Bridge Shelters that brought on hundreds of new low-barrier shelter beds in downtown San Diego. Other private organizations, such as Funders Together to End Homelessness San Diego, a collaborative of philanthropic funders, have been convening and combining their funds to invest in impactful and innovative solutions to homelessness across the region.

Faith-Based organizations continue to be impactful in supporting people experiencing homelessness. Church congregations across the region have historically helped individuals experiencing homelessness with the most basic of resources such as food, clothing, and showers. While these activities offer dignity and critical basic needs, Churches are also now using their land to be part of the solution. Initiatives such as Yes In God's Backyard (YIGBY) are using church parking lots to develop affordable housing, church's such as Meridian Baptist Church in El Cajon is seeking to use their parking lot for shelter activities, and other churches are using parking lots for nightly safe parking programs.

New Funding – New Collaboration
Lastly, new funding has galvanized a shared commitment to end homelessness. In 2018, the CoC was awarded the largest HUD Youth Homelessness Demonstration Program (YHDP) grant in the country. This two-year funding spurred the creation of the region's **Coordinated Community Plan to End Youth Homelessness** that

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identified the goal of ending youth homelessness by 2024. Additionally, the State's Homeless Emergency Aid Program (HEAP) allocated to the 11 large cities and CoCs, required a demonstration of collaboration and helped to fund new homeless assistance programs and other initiatives throughout the San Diego region. The ensuing Homeless Housing Assistance Program (HHAP), awarded to the City, County, and CoC allowed HEAP-funded projects to continue with additional requirements to collaborate and align funding. HEAP and HHAP brought new partners including outlying cities and other providers in the region to the table to receive funds administered through the CoC. The federal government has also released an unprecedented level of resources in response to the pandemic to tackle the issue of homelessness such as the new Emergency Housing Voucher's (EHV's) and funds through the HOME program, and stakeholders from across the region have convened to act on these new investments.

While funding for housing and homelessness services are at all-time highs, healthcare is also impacting the system and pushing new partnerships. Specifically funding through the State's Department of Health Care Services (DHCS) for programs such as Health Homes and now the California Advancing and Innovating Medi-Cal (CalAIM) initiative is promoting strong partnerships between Medi-Cal Managed Care Health Plans and community-based organizations including those providing homelessness assistance.

> **"Our homeless services and housing system needs to become more client-centered. How services and housing are offered is as important as what [housing and services are] offered..."**
>
> **CSH DATA MODELING COMMUNITY ENGAGEMENT PARTICIPANT**

Image courtesy of Serving Seniors

The Regional Community Action Plan to Prevent and End Homelessness in San Diego (the "Regional Plan") aligns stakeholders around a shared vision, common principles, clear goals and priorities, and core strategies that will move the region forward. The Regional Plan informs and guides regional policy, funding, and action, identifies shared measures to evaluate performance, and identifies where additional infrastructure is needed to implement Plan goals.

The Regional Plan was informed by existing plans and frameworks at federal and state levels, particularly all of the local plans and frameworks where much energy and time, engagement, and discussion have already taken place. The Regional Plan, essentially a "Plan of Plans," builds on the commitments, direction, and action already taking place in San Diego.

Therefore, while the plan is regional in scope, it recognizes that San Diego County is a significantly large geographic region with a mix of urban, suburban, and rural areas each with their own unique challenges and seeks to support and augment localized efforts, initiatives, and partnerships. The plan respects the critical need to have flexibility for local adaptations, creativity, and implementation.

It is important to note that the Regional Plan focuses on the role of the homelessness crisis response system in ending homelessness and does not address larger societal issues such as poverty. As noted earlier, homelessness is a symptom of economic, housing, and social challenges, and people experiencing homelessness are a subset of a larger population living in poverty. The homelessness response system, however, is not equipped to tackle all of these issues. Instead, the Regional Plan focuses on addressing a person or family's housing crisis and ending their homeless experience.

Lastly, while the RTFH took the lead role with crafting the plan, it was reviewed by many community stakeholders throughout the development process. Over 15 CoC Board members reviewed early drafts, the RTFH released a revised draft for an open public comment period and received extensive feedback, and RTFH staff presented at various CoC committees and groups and received input. The initial Regional Plan framework was adopted by the CoC Board in the fall of 2021 and the final plan adopted in the Spring of 2022.

INCORPORATING EXISTING PLANS IS THE FOUNDATION OF THE REGIONAL PLAN

The Regional Plan builds on past and current frameworks, federal and state plans, as well as local plans. First, it incorporates the work that Focus Strategies conducted in 2017 with creating a Strategic Framework for a System to Effectively End Homelessness in San Diego County for the CoC leadership and regional stakeholders. The Strategic Framework set a foundation for a system-based model of planning, implementation, and evaluation to improve the region's response to homelessness with a vision that:

- All parts of the system work together toward a common goal
- Continuous data collection and analysis about system performance and housing retention inform system decisions

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● There is accountability between leaders and funders of the system and agencies delivering services

The Strategic Framework identified five key areas of work for the San Diego region. And while there has been much improvement in these areas since 2017, gaps still remain as identified above.

● Unified Leadership, Effective Governance, and Aligned Funding
● System access/entry: Outreach, Coordinated Entry, and Diversion
● Emergency Responses: Shelter, Transitional Housing, and Interim Housing
● System Exits: Housing Interventions
● System Infrastructure: Data, Evaluation, Training, Capacity Building

The plan also incorporates existing federal, state, and local homeless frameworks and plans as outlined in Figure 1 below. (See appendix B for a detailed summary of plans used to create the Regional Plan)

FIGURE 1. **EXISTING NATIONAL, STATE, AND LOCAL PLANS AND FRAMEWORKS USED TO CREATE THE BASIS FOR THE REGIONAL PLAN**

National Frameworks and Plans

● **United States Interagency Council on Homelessness - Home Together: The Federal Strategic Plan to Prevent and End Homelessness**
● **Veteran's Health Administration – Homeless Programs Office, Strategic Plan 2021-2025**
● **National Alliance to End Homelessness, Center on Budget and Policy Priorities, National Low-Income Housing Coalition, National Healthcare for the Homeless Council - The Framework for an Equitable COVID-19 Homelessness Response**
● **United States Department of Housing and Urban Development – Annual CoC Notice of Funding Availability – Homeless Policy Priorities**
● **Community Solutions – Built for Zero Initiative**

State of California Frameworks and Plans

● **California Homeless Coordinating and Financing Council - Action Plan for Preventing and Ending Homelessness in California**
● **Policy Priorities within State Funding Sources such as the Homeless Emergency Aid Program (HEAP) and Homeless Housing Assistance and Prevention (HHAP) program**

Local: Regional and Sub-Regional Plans

● **Coordinated Community Plan to End Youth Homelessness**
● **Regional Policy Guidelines for Addressing Unsheltered Homelessness and Encampments**
● **East County Homeless Task Force Goals**
● **North County Homeless Action Plan**
● **South Region Homeless Alliance Action Plan**
● **County of San Diego Homelessness Framework**

Local: City Plans

● **City of Carlsbad – Homeless Response Plan**
● **City of Encinitas – Homeless Action Plan**
● **City of Escondido – Strategy for Addressing Homelessness and Transiency**
● **City of La Mesa – Homeless Action Plan**
● **City of Oceanside – Comprehensive Homeless Strategy**
● **City of San Diego – Community Action Plan on Homelessness**
● **City of Vista – Strategic Plan to Address Homelessness**

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ALIGNMENT OF PRINCIPLES, GOALS, AND STRATEGIES ACROSS EXISTING PLANS

The following principles, goals, and strategies are common across the national, state, and local plans referenced above. At a high-level, all plans describe the need for:

- Enhancing coordination across programs and with the broader regional system.
- Reducing unsheltered homelessness, enhance outreach services, and refine responses for people staying in encampment areas.
- Expanding interim housing inventory, particularly low barrier programs and programs in areas without existing shelter availability.
- Increasing the availability of permanent housing solutions for people experiencing homelessness.
- Increasing funding and capacity building to better respond to needs of people at-risk of and experiencing homelessness.

FIGURE 2. **SUMMARY OF ALIGNED GUIDING PRINCIPLES, GOALS, AND STRATEGIES WITHIN EXISTING FEDERAL, STATE, AND LOCAL PLANS THAT ARE INCORPORATED INTO THE REGIONAL PLAN**

Aligned Guiding Principles	Shared Goals	Aligned Strategies/Actions
- Political will and alignment of leadership - Collaboration, coordination, and partnerships - Accountability and transparency - Housing First/Housing focused orientation - Equity at the center and focused on social justice - Incorporate a Person-Centered and Trauma-Informed service delivery system - Data-driven - Informed by those with lived experience - Housing is healthcare	- End Veteran homelessness, - End youth homelessness - Reduce unsheltered homelessness and encampments - End homelessness for families - Address aging homeless population - End chronic homelessness - End homelessness for all single adults	- Increase leadership and funding alignment - Use proven practices that end homelessness - Strengthen the crisis response system - Create cross-sector partnerships (healthcare, criminal justice, etc.) - Increase permanent housing options - affordable housing, permanent supportive housing, rental assistance, and the pace at which these resources are realized - Increase low-barrier temporary shelter - Coordinate and enhance street outreach services and lead with non-law enforcement outreach workers - Develop diversion and discharge strategies - Prevent homelessness - Create employment opportunities and career pathways

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ALIGNMENT OF A PERSON-CENTERED SYSTEM ORIENTATION AND BEST PRACTICES

The Regional Plan aligns with national best practices and envisions a person-centered orientation for the San Diego region's homelessness crisis response system that:

- Treats people as human beings worthy of compassion, kindness, and empathy.
- Promotes a strong focus on creating true authentic relationships with each person that can foster trust and communication.
- Places the person at the center of their own care and in making decisions about their life. System response is non-judgmental while supporting positive decision making.
- Values each person's unique story. Considers a person's life experience, age, gender, culture, language, beliefs, and identity
- Requires flexible services and support to suit the person's wishes and priorities
- Is strengths-based, where people are acknowledged as the experts in their life with a focus on what they can do first, and any help they need second
- Includes the person's support networks as partners

Four bedrock frameworks promote a true person-centered orientation – 1) Housing First, 2) Centering Racial Equity and Social Justice 3) Progressive Engagement and 4) Trauma-Informed Care

Housing First

Housing First is an evidenced-based practice that prioritizes rapid placement and stabilization in permanent housing without service participation requirements or preconditions for entry (such as sobriety, minimum income requirements, criminal record, completion of treatment, participation in services or other conditions that create barriers to entry). Supportive services are offered to maximize housing stability and prevent returns to homelessness. Participation in these services is voluntary and based on the needs and desires of each person.

Housing First incorporates other best practices including harm reduction - a public health framework that seeks to minimize the harm of a given behavior if the individual is not willing to abstain. Housing First also removes unnecessary barriers and assumes that supportive services are more effective in addressing needs when an individual or family is housed and not managing the daily stress of homelessness. Housing First can and is recommended to be used in all phases of the homeless housing and services system, including homelessness prevention, street outreach, emergency shelter, transitional housing, rapid re-housing, and permanent supportive housing.

In San Diego, Housing First is a key system standard in the CoC Community Standards, is expected of all programs receiving CoC and ESG funding, and strongly encouraged for all programs. Additionally, SB 1380, signed into law by Governor Jerry Brown in 2016, requires that providers receiving State of California funds to provide housing or housing-related services to people experiencing homelessness adopt guidelines and regulations to include Housing First policies.

Centering Racial Equity and Social Justice

The homelessness response system must ensure equity. Different than equality, which seeks to give everyone the same thing, equity recognizes that not everyone starts from the same place and the system must intentionally seek to ensure that each person gets what they need. San Diego needs to better understand

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where the homelessness crisis response system may be producing different outcomes for different people along racial, class, and gender lines, and seek to remedy these circumstances. Additionally, San Diego must also better understand other sectors that overlap homelessness and how these sectors are also contributing to racial disparities within people experiencing homelessness.

Lastly, we must acknowledge that addressing homelessness is part of a larger social justice movement. We will never effectively end homelessness if the homeless crisis response system is not simultaneously confronting racism and changing the terms of participation in society for historically excluded and marginalized people.

Progressive Engagement

Progressive engagement recognizes that each person has unique needs and should receive the right support at the right time to meet their needs – some people will need minimal support while others will need more. Progressive engagement also acknowledges that a system's resources are finite and must be used efficiently. The National Alliance to End Homelessness (NAEH) has described a progressive engagement orientation as:

> **Flexible:** A progressive engagement approach recognizes that each household's strengths and needs can change over time.

> **Targeted:** Each person experiencing homelessness faces different needs and obstacles. A progressive engagement approach targets resources to each household's needs, and flexes up supports as greater needs are identified.

> **Efficient:** Every crisis response system needs more resources. Progressive engagement ensures that the most intensive-and costly-resources remain available to those with the greatest needs.[12]

Trauma Informed Care

It is known that the majority of people experiencing homelessness have also experienced trauma in their lives. This may include childhood trauma, domestic violence and other forms of abuse, death of loved ones, and other traumatic life circumstances. Homelessness, including living unsheltered, in and of itself is a traumatic experience. A history of trauma impacts one's behavior and participation in services and supports. To meet the needs of people experiencing homelessness, the San Diego homelessness crisis response system must ensure a trauma-informed care approach. The U.S. Department of Health and Human Services (HHS) Substance Abuse and Mental Health Services Administration (SAMHSA) provides the following framework for the provision of trauma-informed care:

> *A program, organization, or system that is trauma-informed realizes the widespread impact of trauma and understands potential paths for recovery; recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system; and responds by fully integrating knowledge about trauma into policies, procedures, and practices, and seeks to actively resist re-traumatization.*[13]

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12 https://endhomelessness.org/what-is-progressive-engagement/
13 Substance Abuse and Mental Health Services Administration. SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach. HHS Publication No. (SMA) 14-4884. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2014, page 9.

There are four parts to the Regional Plan.

- Part 1: **System Challenges, Resource Gaps, and Needed Shifts**
- Part 2: **Regional Vision, Guiding Principles, Shared Goals, and Foundational Strategies**
- Part 3: **Implementation Structure and Shared Measures**
- Part 4: **Appendix: Overview of the Homeless Crisis Response System, Core Approaches, Best Practices, and Status of Current Efforts**

PART 1: SYSTEM CHALLENGES, RESOURCE GAPS, AND NEEDED SHIFTS

While the system is stronger and there is more leadership, momentum, partners, and funding to address homelessness than ever before, critical gaps and challenges remain in San Diego.

CRITICAL SYSTEM CHALLENGES

1. **Fragmented Leadership, Vision, and Lack of Regional Coordination and Funding Alignment**

   - While there is more leadership on the issue of homelessness than ever before, there are still gaps in committed, aligned, and bold leadership across the region. Deeper coordination across government agencies, homeless services providers, and key stakeholders at sub-regional levels is improving but challenges remain.

   - The region has not adopted a common understanding of the problem nor agreement on solutions. Public messaging and education on the issue still needs work. And while the Housing First approach is well-known and commonly referred to, it is not fully embraced and operationalized to fidelity.

   - There has been a lack of overall systems planning to address homelessness at a regional level. The county is a large geographic area with diverse sub-regions, communities, and needs.

   - COVID-19, State funding, and new federal resources such as EHV's have forced sectors to coordinate funding however there is a need for greater regional investment planning, and future efforts cannot solely focus on specific funding streams or one-time opportunities. Coordination with private sector funders must continue to strengthen to fill gaps in public funds.

   - Often public funds to address homelessness and housing go underutilized or are not pursued across the region. It is imperative that leadership and public funders ensure adequate utilization of resources such as shelter beds, rapid re-housing rental assistance, and vouchers, pursue all funding opportunities, and expend funds for impact.

2. **Significant Disparities Exist**

   - Addressing homelessness cannot happen without addressing and undoing existing racist policies and practices. Though racial disparities among homeless San Diegans are well-known and well-documented, these disparities have not been widely discussed nor adequately addressed in strategies to end

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homelessness. The CoC has an active committee on addressing homelessness among Black San Diegans whose forthcoming recommendations need to be heard and implemented.

- Resources are distributed unequally within the region leaving certain parts of the county with little in the way of housing and services. While this is improving, adopting a regional investment strategy that serves all parts of the county will better address the disparities in sub-regional resources. This should include expanding the capacity for the homeless services provider network to provide robust services in all areas of the county.

3. **Authentically Incorporating the Voices of People with Lived Experience**

- While there are more efforts to include and empower persons with lived experience in policy and program planning, much more needs to be done to truly embrace authentic engagement.

- There is no formal forum or structure for people with lived experience to provide regular ongoing feedback and for the input to drive change.

- Efforts such as the Voices of Our City Choir and the HEAL Network are notable, but not sufficient and need to be expanded

4. **Homeless System Infrastructure Refinement**

- The Coordinated Entry System (CES) must continue to improve and quickly connect people with housing services.

- The use of data to drive decision making is growing, but there is a lack of regular reporting on system and program performance. There is also no formal existing infrastructure to act on the data to promote systems change and make course corrections. The Built for Zero (BFZ) model will aid in this challenge but currently is only focused on Veterans and youth.

5. **Significant Shortage of Housing that is Affordable and Willingness to Address**

- There is little urgency to expand the existing housing supply in the region, especially housing for low or extremely low incomes. Leaders must aggressively pursue new housing and stand strong in the face of public opposition to affordable housing.

- Creating housing in San Diego cannot solely be focused on new development, which often times take years. Creativity with developing housing needs to be prioritized and scaled including the use of Accessory Dwelling Units (ADUs), prefab or module developments, tiny homes, and others.

- While housing units remain in short supply, the region also is undersupplied in rental assistance programs such as rapid re-housing, permanent supportive housing, and new innovations like shallow subsidies to meet the demand.

- Housing is a critical gap in San Diego but the rental vacancy rate is not zero. Leadership must immediately prioritize strategies to better use the existing rental market, scale successful models such as the Flexible Housing Pool and similar strategies, strengthen the culture of using a shared housing approach, and master lease units.

- The number of households exiting to permanent housing is not keeping pace with the number of people entering homelessness. A significant increase in housing placements is needed to bend the curve on homelessness.

6. **Responding to Unsheltered Homelessness**

- Although efforts have been made to reduce the criminalization of homelessness among people living unsheltered, including a priority to use non-law enforcement personnel to provide outreach, the region and various local governments continue to criminalize homelessness and use enforcement strategies

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to mitigate those living outside and in encampments. These efforts erode trust in the system for people living unsheltered, which creates barriers to receiving and engaging in services and exiting homelessness.

- Regional outreach coordination is improving and needs to continue to strengthen and build capacity to respond efficiently and effectively.

- The use of non-law enforcement staff to provide outreach needs to continue to be front and center in the approach to support and engage those living unsheltered.

- At the same time, ensuring that compassionate, housing focused, and trained staff are on the front lines cannot effectively move people off the streets if there are no viable housing options that people are willing to accept (both temporary or permanent).

7. Lack of available Low-Barrier Shelter Options

- There are not enough low-barrier shelter options in the region to meet the demand.

- Many shelters in the region still operate using a high-barrier model both for entering shelter and remaining in shelter ongoing. This makes many people hesitant to enter shelter and accept a bed, causing those with the greatest needs to remain on the streets.

- At the same time, many shelters are not equipped to take on individuals with high needs who may have complex health and behavioral health challenges.

- There is very little system coordination for shelter intake. People experiencing homelessness are often on multiple waiting lists, have to call multiple agencies, and travel long distances to access a shelter bed.

8. Need for More Health and Behavioral Health Services and Partnerships

- Many people experiencing homelessness, especially unsheltered homelessness struggle with health and behavioral health needs. Healthcare services need to be able to meet people where they are and be easily accessible.

- The County of San Diego must continue build on its successes to strengthen and expand access to behavioral health services for individuals and families experiencing homelessness.

- There is no coordinated system for discharging people experiencing homelessness from hospitals or other institutional settings to an appropriate housing setting.

- There is a need to deepen partnerships between the housing and healthcare system, especially with Medi-Cal Managed Care Plans, hospitals, and Federally Qualified Health Centers (FQHC's).

9. Increase Focus on Preventing Homelessness and Targeting Resources

- COVID-19 has elevated the need to have a robust system to prevent homelessness, however much of the homelessness prevention resources are currently uncoordinated and not targeted.

- People seeking homelessness prevention assistance often have to call multiple organizations to find support, which may deter people who are most at risk of becoming homeless.

10. Trained and Sustainable Workforce

- Homeless services providers consistently struggle to hire and retain qualified staff to deliver housing and services. With new federal and state funding, it will be imperative that the region consider strategies to create and sustain a trained and steady workforce.

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REGIONAL AND SUB-REGIONAL HOMELESS RESOURCES GAPS AND NEEDS

Across the region there are not enough homeless intervention resources to meet the need. There are not enough shelter beds to support people to exit the streets quickly with many shelters not able to meet the needs of the aging population, non-traditional households/families, and pets. More importantly, there are not enough permanent housing resources to support successful exits from shelter in the form of diversion assistance, rapid re-housing, permanent supportive housing, and affordable housing.

The San Diego region has been making progress over the last three years to increase the inventory of homeless dedicated housing. From 2019-2021 the region increased its emergency shelter capacity, rapid re-housing, and permanent supportive housing, while transitional housing slightly decreased.[14]

FIGURE 3. **SAN DIEGO COC HOUSING INVENTORY COUNT 2019-2021**
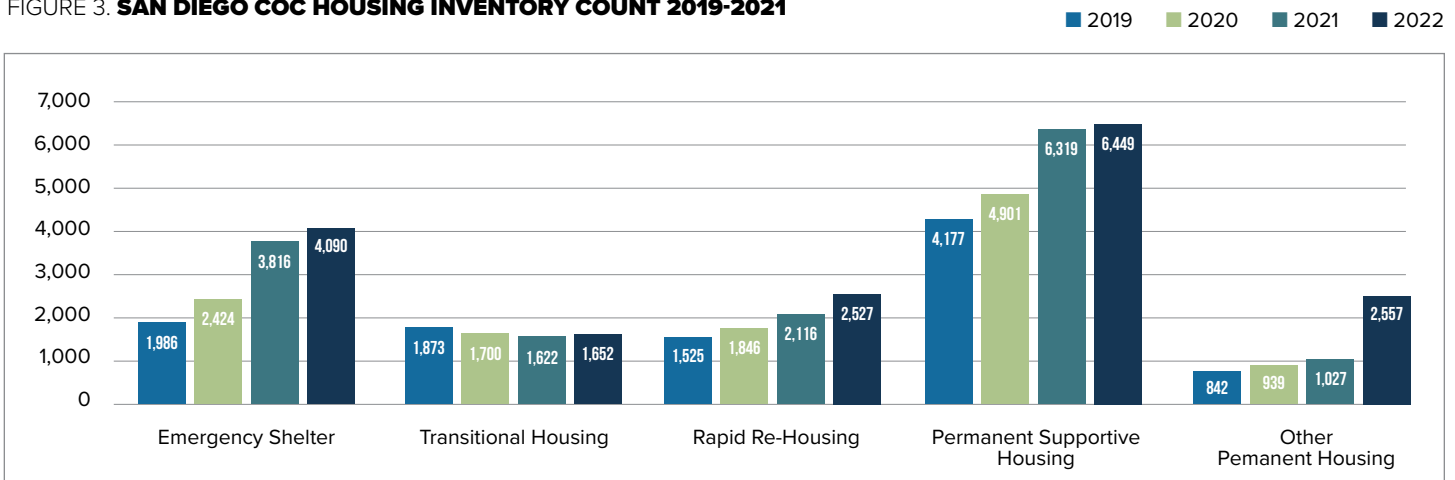
Even though progress is being made, gaps still remain. The RTFH worked with CSH to conduct a housing gaps analysis to identify the number of resources needed in the region. CSH conducted a similar exercise as part of the City of San Diego Homelessness Action Plan and used the same methodology. The analysis incorporated both quantitative data - CoC Housing Inventory, PIT Count, HMIS, and system performance data – and qualitative data including input and feedback from various system stakeholders.[15]

The following includes the number of diversion services, low-barrier shelter beds, low-income affordable housing, rapid re-housing, and permanent supportive housing needed at both a regional and sub-regional level for families and single adults (includes sub-populations such as youth and seniors).

DIVERSION

Diversion services include a service package where staff connect with a household early in their current homeless situation, engage in a strength-based conversation to understand their housing needs, and identify potential housing options. Diversion differs from prevention in that diversion serves households already experiencing homelessness.

CSH used the following characteristics of households to project the diversion need:
1. Households participating in program types with no intensive supportive services or financial assistance, including emergency shelter, transitional housing, street outreach, and supportive services only programs
2. Households with a prior living situation that is characterized as permanent before coming into the homelessness system.

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The following includes the projected needs for diversion services. The numbers represent projected service slots.

DIVERSION NEED	CITY OF SAN DIEGO	EAST COUNTY	NORTH COUNTY	SOUTH COUNTY	TOTAL
Families Diversion Need	280	28	59	33	401
Single Adult Diversion Need	2,851	287	599	331	4,068
TOTAL DIVERSION NEED	3,131	316	659	365	4,470

EMERGENCY SHELTER

The following includes the projected number of emergency shelter beds (e.g. bridge housing, crisis housing, temporary shelter). It is recommended that these are low-barrier beds.

EMERGENCY SHELTER NEED	CITY OF SAN DIEGO	EAST COUNTY	NORTH COUNTY	SOUTH COUNTY	TOTAL
Families Shelter Need	80-100	40-80	40-80	40-80	200-340
Single Adult Shelter Need	350-500	100-150	100-150	100-150	650-950
TOTAL SHELTER NEED	430-600	150-230	150-230	150-230	850-1,290

LOW-INCOME HOUSING AND RAPID RE-HOUSING

The following includes projected numbers for low-income affordable housing units for homeless households and rapid re-housing subsidies. The low-income units are the number of units needed to serve households experiencing homelessness, not the entire population in San Diego County. CSH used a two-year rapid re-housing model to project the need. While rapid re-housing can be less than two years in duration, given San Diego's high cost rental market, it is recommended that rapid re-housing models allow for the full two years to ensure housing stability and success with fully taking over the rent.

RAPID RE-HOUSING NEED	CITY OF SAN DIEGO	EAST COUNTY	NORTH COUNTY	SOUTH COUNTY	TOTAL
Families Low-Income Housing Need	233	49	67	16	365
Single Adult Low-Income Housing Need	2,899	748	731	303	4,681
Families RRH Need	544	113	157	37	851
Single Adult RRH Need	6,765	1,745	1,706	706	10,923
TOTAL LOW-INCOME HOUSING RRH NEED	10,443	2,655	2,661	1,061	16,280

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PERMANENT SUPPORTIVE HOUSING

The following includes the number of projected permanent supportive housing units. This includes units in new housing developments or acquisition/rehab as well as needed scattered site units in the existing rental market to funded by vouchers with services.

PERMANENT SUPPORTIVE HOUSING NEED	CITY OF SAN DIEGO	EAST COUNTY	NORTH COUNTY	SOUTH COUNTY	TOTAL
Families PSH Need	232	73	79	33	417
Single Adult PSH Need	2,444	585	640	261	3,930
TOTAL PSH NEED	**2,676**	**658**	**718**	**294**	**4,347**

CRISIS RESPONSE SYSTEM ORIENTATION AND NEEDED SHIFTS

It is critical for San Diego to bring on the needed interventions identified above, but it is equally important for the region to continue making shifts to a best practice-oriented system to ensure that the resources realized are impactful. San Diego's homelessness crisis response system has been progressing and making intentional shifts for several years. Much of the shift is the result of federal policies that promote a more efficient homelessness response system that seeks to end someone's homelessness quickly, a focus on measuring performance of the entire homeless system working together, a national call for social justice, and better coordination of various federal, state, and local funding streams.

SYSTEM MOVING FROM	SYSTEM TRANSITIONING TO
Housing readiness. Supporting people to address all of their barriers so they can be "ready" for housing.	**Housing First.** Supporting people to access housing immediately without pre-conditions and providing flexible, person-centered services to ensure housing stability.
Being complacent on racial disparities and how issues of race influence the system	**Actively addressing disparities.** Being overtly anti-racist, and promoting social justice
Planning and implementing in silos. Each entity only seeing their own perspective and planning for their own actions and strategies. Only thinking about "My program and my clients."	**Regional system action planning and working collaboratively.** Planning together with the focus on "Our system and our clients," and using a person-centered approach. This also includes planning and implementing across sectors.
Unique agency intake and using a "next in line" model. Having a system where each program has their own processes for how people enter programs making it very difficult and inefficient for people experiencing homelessness to get the right support	**Coordinated Entry System and coordinated shelter intake.** CES ensures a standardized process for all households to access housing resources. CES ensure that the system is prioritizing and serving the most vulnerable/most in need. Additionally, shelters in the City of San Diego are working together to coordinate intake into shelter beds which is an approach to be scaled regionally.
Agency and program performance. Only focusing on the performance of specific programs while neglecting to understand how the system is working as a whole to end homelessness in the region	**System performance.** Analyzing how well the system and network of programs are working together and achieving progress as whole. Looks at the interconnectedness of programs, organizations, and results.
Lack of Coordinated and Information Informed Decision Making. Making funding and other programmatic decisions without clear data that is informing those decisions or without coordination with other stakeholders.	**Data-driven decision making.** Using data as the core for all decision making across all homeless strategies and coordination between stakeholders to create best impact.

PART 2: REGIONAL VISION, CORE PRINCIPLES, SHARED GOALS, AND FOUNDATIONAL STRATEGIES

Part two lays out a regional vision, core principles, shared goals, and foundational strategies for all invested stakeholders to adopt in their discussions, decision-making, and actions to address homelessness in San Diego. This is the culture of "how" we work together and "what" we need to do to end homelessness in the region.

SAN DIEGO REGIONAL VISION AND CORE PRINCIPLES

It is critical for all stakeholders and the community to align under a shared vision for ending homelessness.

REGIONAL VISION TO END HOMELESSNESS IN SAN DIEGO
We will end homelessness throughout San Diego using a housing-focused, equity driven, and person-centered system approach.

CORE PRINCIPLES ACROSS THE REGION

To achieve the community vision for ending homelessness, all stakeholders will commit to the following principles:

1. **Act with Urgency, Compassion, and Eagerness:** Homelessness is a crisis for each San Diegan who experiences it. The system and key stakeholders must act with urgency to advance bold solutions; with compassion to see every person as a human being with strengths; and with an eagerness to engage immediately to leverage existing political will and unprecedented levels of resources to house people now. We cannot wait.

2. **Unified and Committed Leadership:** Collective and coordinated regional efforts will have greater impact than those of any one entity or organization. Leaders across the region must stand united in their commitment to a common vision, goals, and strategies. This includes elected officials across all levels of local, state, and federal government.

3. **Commitment to Housing as the Solution:** Housing is a basic human right and a key social determinant of health. Every person should have access to a safe, secure, and affordable home to ensure personal and community health and wellness. This includes a commitment to a Housing First approach that includes rapid placement into permanent housing and the necessary supportive services to ensure housing stability.

4. **Centering Racial Equity and Social Justice:** We cannot end homelessness without addressing racist policies and systems that have historically removed people of color from their homes, excluded them from neighborhoods, and denied them access to wealth-building opportunities. The homeless system of care will center equity, address racial disparities, dismantle racist policies, and ensure an equitable response to those experiencing homelessness.

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5. **Include and Value the Voices of those with Lived Experience:** The people closest to the problem are often closest to the solution. To build a system more responsive to current needs, we will authentically engage and empower people with lived experience at all levels of planning, decision-making, and implementation.

6. **Shared Accountability, Responsibility, and Transparency:** We will share data about our system, be honest and vulnerable about limitations, failures, and successes. We will prioritize system strategies, programs, and projects that demonstrate reductions in homelessness.

7. **Promote a Person-Centered Homelessness Response System:** Each person experiencing homelessness has their own unique story, needs, and strengths. The homelessness crisis response system will be flexible and recognize each person experiencing homelessness is the expert in finding the right solution to end their homelessness. A person-centered system incorporates approaches including Housing First, Trauma-Informed Care, progressive engagement, and harm reduction.

8. **Value the Critical Role of Homeless Services Providers:** The work to end homelessness cannot happen without dedicated service providers. We will listen to and value the input, voice, and perspective of homeless services providers from agency leadership to front line staff. We will also ensure our region can maintain a highly skilled workforce.

9. **Data Must Drive Decision Making:** We will identify shared measures, implement Continuous Quality Improvement practices, and build capacity where needed. High quality data will help inform decisions, funding, and midcourse adjustments. Local data will shape service delivery, prioritization, and local initiatives.

10. **Collaboratively Seek and Align Funding to Achieve Goals:** We will work together to seek and align funding to achieve the goals and strategies in this plan from various sources.

REGIONAL GOALS FOR THE NEXT FIVE YEARS

The vision and guiding principles set the direction and expectations for how the region goes about ending homelessness among all people in the San Diego region. The overall goal in San Diego is to reduce and end homelessness and make the experience of homelessness rare, brief, and one-time. The following regional goals set five population-based or "People" goals. These People Goals are based on priority populations, existing commitments, and existing and forthcoming resources dedicated to these specific sub-populations ordered by the ability to achieve the goal with existing or forthcoming resources (not ordered by importance).

PEOPLE GOALS

1. END VETERAN HOMELESSNESS

- Has remained a key federal goal across administrations.
- Homelessness among San Diego Veterans has been declining since 2015.
- City of San Diego has committed to ending Veteran homelessness within 3 years (2024).
- San Diego has a strong leadership at the VA, a dedicated network of Veteran serving organizations, and specific resources for Veteran's experiencing homelessness.
- San Diego has signed on to national Built for Zero initiative with Community Solutions to drive an end to Veteran homelessness in the City and County.

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2. END YOUTH HOMELESSNESS

- San Diego stakeholders adopted the Coordinated Community Plan to End Youth Homelessness that outlined a goal to end youth homelessness by 2024
- There is a strong network of youth organizations in the region including the San Diego Youth Homelessness Consortium
- There are significant federal and state resources dedicated to youth homelessness
- San Diego is using the BFZ model to measure and create system strategies to end youth homelessness

3. REDUCE UNSHELTERED HOMELESSNESS BY 50%

- The City of San Diego has committed to a goal of reducing unsheltered homelessness by 50% in 3 years
- All sub-regional plans and other city plans have adopted goals and strategies to reduce unsheltered homelessness.
- The CoC has adopted a policy to address unsheltered homelessness and encampments and has taken strides to enhance the provision of street outreach services
- The region is moving away from leading with law enforcement outreach and instead using non-law enforcement housing-oriented service providers to engage those living outside.
- Addressing unsheltered homelessness will simultaneously address chronic homelessness.

4. PREVENT AND END HOMELESSNESS AMONG OLDER ADULTS

- Older adults have been identified as a priority population within the CoC.
- Homelessness among older adults is increasing in San Diego
- Serving Seniors has finalized a comprehensive needs assessment that outlined key strategies to prevent and reduce homelessness among the aging homeless population.
- Supporting older adults to remain in housing and preventing homelessness will be a significant focus

5. END FAMILY HOMELESSNESS

- The State of California has expressed the desire to provide adequate funding to end homelessness among families in five years.
- San Diego will embrace this challenge head on and ensure all families have access to stable affordable housing where they can raise their children and feel safe and secure.
- San Diego will use the BFZ methodology to end family homelessness

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SYSTEM GOALS

In addition to the people goals, the Regional Plan also sets five system goals, each with accompanying strategies and actions. These System Goals will support the specific People Goals while also addressing all persons experiencing homelessness or at risk of homelessness.

SYSTEM GOAL 1:
Create a Strong and Equitable Regional System to End Homelessness

STRATEGIES	ACTIONS
A. **Strengthen coordination across stakeholders for greater impact**	• Enhance the impact of the CoC including board, membership, and committees and ensure diverse representation across stakeholders. • Enhance coordination across all public sector entities including County and Cities. • Strengthen relationships, partnerships, and coordination across homeless services providers and public agencies. • Enhance sub-regional infrastructure to better implement sub-regional strategies. • Engage all cities in the region and align and coordinate city responses. • Engage tribal nations in efforts to end homelessness among indigenous populations in the region. • Increase partnerships with school districts and post-secondary institutions.
B. **Educate the Community**	• Develop campaigns to educate the public, local governments, and partners on the causes of homelessness and best practices to end it. • Develop and implement communication strategy for the CoC to reach broad audiences. • Implement FTEHSD Messaging Campaign strategies and engage partners to use messaging strategy.
C. **Mobilize diverse stakeholders**	• Leverage political will across all federal, state, and local elected officials and ensure alignment with regional plan. • Collectively advocate on policy issues, equity issues, funding, and solutions to homelessness. • Engage the general public to shift the narrative on homelessness and activate the public to be an ally in the Regional Plan vision. • Leverage the resources of the faith community and their congregations. • Communicate regularly with the private business sector on the issue of homelessness and determine opportunities for continued partnerships.
D. **Build equity and inclusion into system**	• Advance equity in all decision making and system building. • Adopt, and implement recommendations from the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans. • Center the voices of persons with lived experience in all aspects of policy, program, and decision making. • Develop protocols to compensate individuals with lived experience for participation and identify funds (both public and private) to sustain compensation strategy. • Meet the needs of LGBTQ persons experiencing homelessness, particularly youth, throughout the system. • Diversify homeless response system leadership and staff to be reflective of people experiencing homelessness.

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STRATEGIES	ACTIONS
E. **Align funding**	● Align funding and strategies across all public sector entities with the goals and strategies of this plan. ● Grow and leverage commitment of private-sector funders and align investments to fill gaps, spur innovation, and create impact. ● Bring together the public and private sectors to discuss funding needs, strategies, and partnerships. ● Align funding across sectors such as healthcare and criminal justice. Engage each of these systems to understand and align funding with homeless/housing system resources.
F. **Enhance capacity of homeless services system**	● Ensure all programs align with the CoC Community Standards. ● Support homeless services providers in building capacity through training, technical assistance, and learning collaboratives. ● Incorporate the use of By Name Lists (BNL) to know every person by name and orient systems and funding based on needs. ● Improve the Coordinated Entry System and key components including access, assessment, prioritization, and referral. Incorporate a strong case conferencing component within CES and use of BNLs. ● Convene an annual summit on homelessness to share national best practices and local learnings, and expand the network of peers. ● Fully utilize 211's CIE to coordinate care across sectors. ● Build the workforce to effectively provide homeless assistance, ensure adequate and sustained staffing, and reduce turnover.
G. **Use data to evaluate and improve performance**	● Report progress on key system performance measures using public data dashboards and regular public reports to key stakeholders. ● Report on key data indicators at sub-regional and city levels, including street outreach engagements and encampment resolutions. ● Ensure data and key performance indicators can be analyzed through a racial equity lens and performance data is disaggregated by race. ● Continue to improve the PIT count and ensure solid sub-population counts such as the Youth Count. ● Use Built For Zero model to build a quality BNL for all populations and track inflow and outflow month over month. ● Use cross-sector data sources such as the CIE to identify gaps, measure performance of cross-sector partnerships, and identify opportunities for coordination. ● Partner with local universities to support research and evaluation to inform policy.

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SYSTEM GOAL 2:
Aggressively Expand Permanent Housing Options

STRATEGIES	ACTIONS
A. **Develop new affordable and supportive housing units**	• Create 4,347 units of PSH region wide. This includes 2,676 units in the City of San Diego, 718 units in North County, 658 units in East County, and 294 units in South County. • Create 4,681 units of low-income affordable housing dedicated for homeless households. This includes 2,899 units in the City of San Diego, 731 units in North County, 748 units in East County, and 303 units in South County. • Evaluate all parcels of land regionwide available for housing development – public (federal, state, and local) and private (private owned, non-profit owned, and faith-based). • Build capacity within smaller cities to develop housing, specifically permanent supportive housing. • Take full advantage of new federal and state funding for housing development. Increase applications for state Project Homekey funds and similar subsequent opportunities. • Advocate for dedicated local, state, and federal funding to build new affordable housing. • Increase use of local funds as "First in" on development projects, allowing for local developers to attract more state and other financing resources. • Support innovative development strategies to bring housing online faster and cheaper. May include modular/pre-fabricated, shipping containers, Accessory Dwelling Units. • Combat neighborhood opposition through education. • Review underutilized Transitional Housing programs to determine if they can be converted to permanent housing.
B. **Maximize utilization of existing rental stock**	• Create 11,774 new rapid re-housing slots region wide. This includes 7,309 slots in central, 1,863 slots in North County, 1,858 slots in East County, and 743 slots in South County. • Optimize utilization rates of permanent housing resources such as tenant-based vouchers for homeless populations (i.e. HUD VASH program). • Promote regional landlord engagement strategies. Expand and scale the regional Flexible Housing Pool (FHP) to work with additional populations and increase the number of units to be secured region-wide. • Work with all PHAs to align housing application and processes and remove barriers for households experiencing homelessness. • Ensure PSH units that become vacant get filled expeditiously and units are not left vacant for extended periods of time. • Build a shared housing culture and incorporate shared housing strategies at a system level. • Expand the use of shallow subsidies for households who only need a small amount to afford the rent. • Preserve existing affordable and supportive housing units in the community
C. **Pair housing with supportive services for stability**	• Ensure adequate level of supportive services for households in permanent supportive housing • Determine how Medi-Cal funded services including Enhanced Care Management (ECM)and Community Supports (CS) can pair with mainstream housing resources. • Continue to partner with County Behavioral Health Services on permanent supportive housing models and work with County to pair other wrap-around services with housing resources. • Implement the CoC adopted Rapid Re-Housing operating standards. • Build partnerships and incorporate strategies to increase household income through employment and/or benefits (i.e. SOAR model). • Expand "Move-On" strategies for individuals who no longer need the supportive services in permanent supportive housing, freeing up units for those currently homeless

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SYSTEM GOAL 3:
Meet the Needs of People Experiencing Unsheltered Homelessness

STRATEGIES	ACTIONS
A. **End the criminalization of homelessness**	• Implement the CoC adopted Regional Guidance for Addressing Unsheltered Homelessness and Encampments to ensure responses to persons experiencing unsheltered homelessness and encampments are compassionate and move towards a housing resolution. • Educate the community on the impacts of criminalization. Collectively advocate against all activities in the region that may criminalize homelessness. • Advocate for legislation that protects people from discrimination on the basis of housing status and acknowledges their fundamental human rights. • Create options for people who may not opt into traditional shelter but are willing to engage in services (safe camping, tiny homes, and others). • Ensure people living outside are able to meet basic needs - such as access to clean restrooms, showers, and food. • Work with cities and other local government entities to ensure appropriate responses to persons living in vehicles and ensure adequate safe zones for people to park and receive services while working towards housing.
B. **Continue to build the practice of high-quality street outreach services**	• Train street outreach programs in the CoC Street Outreach Standards. • Ensure regional coverage of non-law enforcement housing-focused street outreach. • Build outreach coordination infrastructure in each sub-region. • Build a true "street to home" strategy and model. The system should support someone to move from the streets directly to a permanent home without having to use shelter in between. • Promote the use of targeted sub-population street outreach services for enhanced engagement. • Implement technology to enhance outreach coordination and document where people are being engaged and the locations of encampments.
C. **Provide immediate health and behavioral health services to those living unsheltered**	• Increase behavioral health resources region-wide for those living unsheltered. • Increase coordination with health and behavioral health services in street outreach. • Expand street health programs or other outreach strategies to address substance use. Incorporate street-based Medication Assistance Treatment (MAT) models. • Utilize crisis response teams to address mental health needs in coordination with 911 dispatch. • Partner with County Crisis Stabilization Units (CSU's) and other emergency psychiatric settings to ensure individuals served who are experiencing homelessness have somewhere to go post stabilization.
D. **Implement a regional clearance with support framework for addressing encampments**	• Identify and prioritize encampments for engagement and resolution. • Pilot clearance and support framework with targeted encampments and use pilots to continue to learn and refine approach. • Ensure non-law enforcement street outreach teams are leading and coordinating encampment resolutions. • Ensure street outreach teams have ample time and available resources to engage with individuals in encampments prior to resolution. • Coordinate encampment resolutions across all involved stakeholders – law enforcement, public works, code enforcement, Caltrans, Riverpark Foundation, and others. • Make temporary housing immediately available as part of encampment resolution processes.

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SYSTEM GOAL 4:
Create Safe, Low Barrier, and Housing-Focused Shelter

STRATEGIES	ACTIONS
A. Increase the number of low-barrier, housing-focused shelter beds	• Create between 850-1,290 new shelter beds region wide. This includes 430-600 beds in the City of San Diego, 150-230 beds in North County, 150-230 beds in East County, and 150-230 beds in South County. • Evaluate all parcels of land – public – federal, state, and local, private, faith-based to be used as shelter. • Diversify the types of shelter. • Evaluate the use of underutilized hotels/motels for non-congregate shelter • Evaluate the need for specific shelter for sub-populations including older adults, youth, LGBTQ persons, and others. • Ensure adequate staffing and training to operate low-barrier housing focused shelters so they can be successful. Create new Medical Respite/Recuperative Care beds.
B. Coordinate temporary housing intake	• Create 4,470 new diversion resources region wide. This includes 3,131 diversion slots in the City of San Diego, 659 slots in North County, 316 slots in East County, and 365 slots in South County. • Expand coordinated shelter intake strategies regionwide to ensure optimal use of emergency shelter beds. • Prioritize shelter beds for the most vulnerable people coming from unsheltered locations. • Coordinate intake into Transitional Housing using CES to increase utilization of Transitional Housing beds.
C. Implement a Low-Barrier Model and Make Services Available	• Implement the requirements within the CoC Standards for Emergency Shelter and Transitional Housing Programs. • Provide training opportunities to ensure a housing first/housing-focused, harm reduction, and trauma-informed approach for shelter programming. • Ensure shelters allow for individuals to bring their pets and have storage space for their possessions. • Provide or make easily available physical and behavioral health services.

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SYSTEM GOAL 5:
Reduce the Flow of People Entering Homelessness

STRATEGIES	ACTIONS
A. **Develop a coordinated system for homelessness prevention**	• Educate community and stakeholders on the difference between homelessness prevention, eviction prevention, diversion, and rent relief programs. • Create an easily accessible regional coordinated system that includes screening, assessment, and referral for homelessness prevention services. • Streamline coordination among all homelessness prevention programs. • Implement and operationalize the requirements within the CoC Standards for Homelessness Prevention programs. • Coordinate with eviction prevention legal services and other services to keep people in their housing such as utility assistance programs, rent relief programs, and others.
B. **Work across sectors to prevent discharges into homelessness**	• Improve hospital discharge planning for patients experiencing homelessness. • Coordinate with the criminal justice system to improve discharge planning with homeless service providers. • Ensure youth aging out of foster care have adequate housing options and that parents involved in the Child Welfare System have access to housing to support family reunification. • Determine the role of the Flexible Housing Pool with supporting strategies to house populations connected to the healthcare system, individuals re-entering from jails or prisons, and families in the Child Welfare System. • Use 211's CIE to support cross-sector discharge processes and track outcomes.
C. **Prevent returns to homelessness**	• Analyze local data to understand "who" is returning to homelessness and why. • Develop strategies to address returns to homelessness such as shallow subsidies, strengthened connections to mainstream services, and others. • Ensure eligible persons are connected with CalAIM ECM and CS – Housing Tenancy and Sustaining services to support stability.

PART 3: IMPLEMENTATION AND MEASUREMENT

Part three of the plan describes the structure for implementing the plan and shared measures for evaluating progress on plan goals and strategies.

STRUCTURE FOR ACCOMPLISHING THE PLAN

The key bodies identified below will have both authority and specific ownership of plan goals and strategies. This is neither an exhaustive list of stakeholders in the region nor a detailed implementation plan. RTFH will work with key stakeholders to develop an implementation plan with activities, responsible entities, funding, and timelines.

CoC Advisory Board	- Serve as the region's Collective Impact body on ending homelessness. - Help educate the broader community and general public on the plan - Support, influence and advocate for goals and strategies in the plan. Work with elected officials at all levels to support the plan. - Align the plan with cross-sector systems represented by the board – healthcare, law enforcement, business, education, and employment. - Monitor plan implementation and performance.
CoC Committees	- The CoC Evaluation Committee will serve as the regional leadership committee for implementing the plan and will oversee plan goals, strategies, actions, and performance. The Evaluation Committee will report back to the CoC Board and other key stakeholders. - Other CoC Committees: Support policy and planning for plan strategies and implementation. Work with the Evaluation Committee to operationalize the goals, strategies, and actions in the plan. - Make recommendations to the CoC Advisory Board to better achieve plan goals over the long term.
Regional Task Force on Homelessness	- Serve as the backbone organization for the region's Collective Impact framework and as the lead agency for the San Diego CoC. - Support day to day work implementing and operationalizing the goals, strategies, and actions with all partners. - Ensure appropriate staff capacity to coordinate the Regional Plan implementation. - Use various tools including HMIS to measure the performance of the plan. - Align funding coming to the CoC with plan goals and strategies.
Sub-Regional Efforts/Bodies	- Support plan education and advocacy in sub-regions. - Use plan to inform sub-regional plans and goals. - Align sub-regional strategies to the plan.
Government Agencies – Cities and County	- Adopt the plan within government structure. - Align city/county plans with regional plan. - Align funding to plan vision and goals and support implementation of goals, strategies, and actions. - Be responsible for identifying, citing, and development steps to build new affordable/supportive housing and/or low-barrier shelter and other services for those experiencing homelessness.
Homeless Services Providers and CoC Membership including Persons with Lived Experience	- Provide robust housing and services in accordance with best practices and approaches identified in the plan. - Provide ongoing feedback on challenges, successes, and implementation needs from the provider perspective. - Provide perspective of those who are/have experienced the system and recommend implementation changes and direction

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MEASURING PLAN PERFORMANCE

The Regional Plan performance will be measured using different approaches in alignment with the identified goals and themes of the plan:

- Increase the performance of the Homeless Crisis Response System
- Center racial equity and reduce racial disparities
- Increase temporary and permanent housing inventory based on need
- Know every person by name and reach "Functional Zero."
- Ensure the system is meeting the needs of persons receiving services

The following provides key indicators for the above plan themes.

INCREASE PERFORMANCE OF THE HOMELESS CRISIS RESPONSE SYSTEM

KEY PERFORMANCE INDICATORS: SYSTEM PERFORMANCE MEASURES

SYSTEM PERFORMANCE MEASURE	TOOLS TO MEASURE
1. Decrease the length of time persons remain homeless 2. Decrease returns to homelessness (6, 12, and 24 months) 3. Point-In-Time Count 4. Decrease the number of persons who become homeless for the first time 5. Increase permanent housing placements/retention in permanent housing.	Various HUD reporting tools – SPM Report, Longitudinal Systems Analysis, Stella, and others. RTFH Public Data Dashboards

KEY PERFORMANCE INDICATORS: PROJECT PERFORMANCE MEASURES

PROJECT PERFORMANCE MEASURE	TOOLS TO MEASURE
Homelessness Prevention • Number of persons and households served • Length of time in program • Permanent housing placements **Street Outreach** • Number of persons and households served • Length of time in program • Permanent housing placements **Emergency Shelters** • Number of persons and households served • Length of time in program • Occupancy rates • Permanent housing placements **Transitional Housing** • Number of persons and households served • Length of time in program • Occupancy rates • Permanent housing placements	Annual Performance Reports and other HMIS tools RTFH Public Data Dashboards

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PROJECT PERFORMANCE MEASURE	TOOLS TO MEASURE
Rapid Re-Housing • **Number of persons and households served** • **Length of time in program** • **Permanent housing placements** **Permanent Supportive Housing** • **Number of persons and households served** • **Length of time in program** • **Occupancy rates** • **Retention of or successful exit to permanent housing**	**Annual Performance Reports and other HMIS tools** **RTFH Public Data Dashboards**

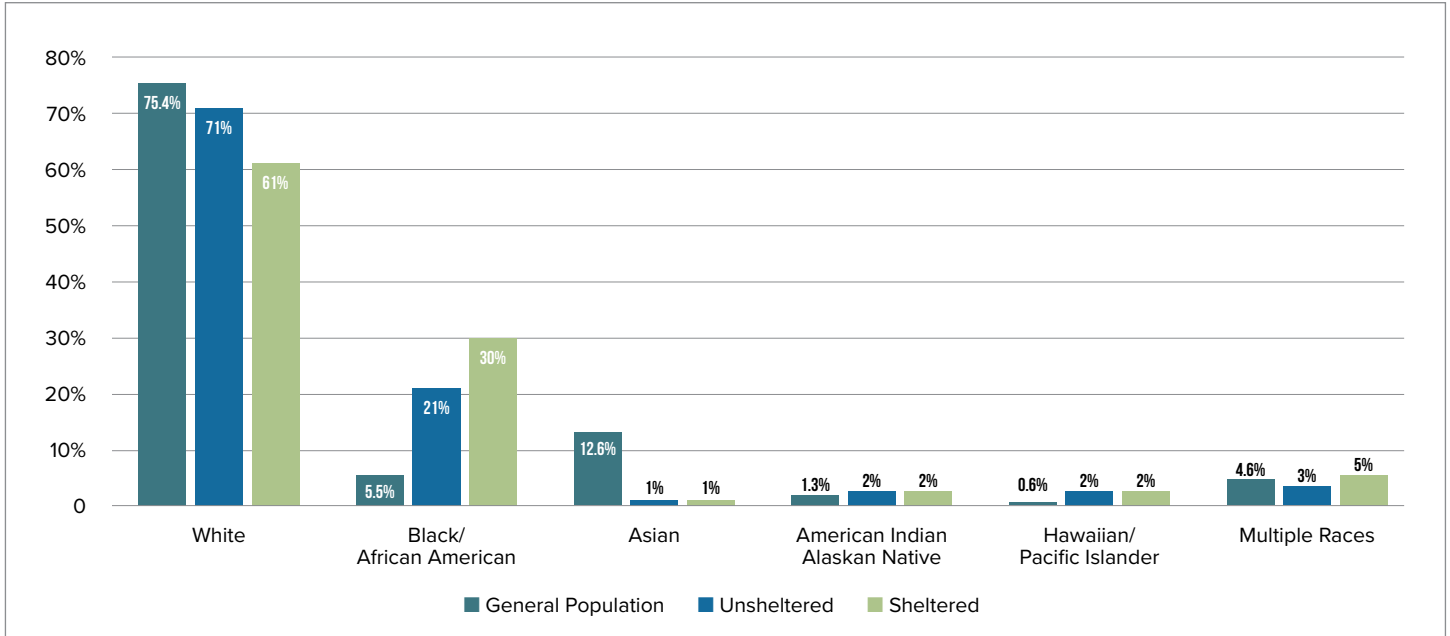## KEY PERFORMANCE INDICATORS: **COORDINATED ENTRY SYSTEM**

COORDINATED ENTRY SYSTEM MEASURES	TOOLS TO MEASURE
1. **Number of referrals to permanent housing resource** 2. **Status of referrals to permanent housing resources** 3. **Ratio of referrals to enrollments** 4. **Referral enrollments by permanent housing project types** 5. **Number of days from referral to enrollment** 6. **Number of days from enrollment to entering a housing unit**	**HUD CES Reporting Tools** **RTFH Public Data Dashboards**

CENTER RACIAL EQUITY AND REDUCE RACIAL DISPARITIES

Significant racial disparities exist in San Diego's homeless population, especially among Black people. The 2022 PIT count, indicated that Black San Diegans make up 23% of the unsheltered population and 26% of the sheltered population, while only 6% of the County's general population. Initial data shows that Black San Diegans are prioritized for interventions such as rapid re-housing at higher rates and permanent supportive housing at lower rates compared to other races. Additionally, during the CES process, Black people spend on average more days finding a unit in the community to lease than white people, and once in permanent housing, return to homelessness within two years at slightly higher rates. There is also a recognition that disparities exist among marginalized populations such as Indigenous, people of color, LGBTQI+, older adults, and persons with disabilities. To promote racial equity the Regional Plan promotes the disaggregation of the above System Performance, Project Performance, and CES measures by race. These measures need to be public and updated regularly allowing for the community to track progress towards reducing racial disparities within the Homeless Crisis Response System. The Action Plan: Addressing Homelessness Among Black San Diegans has been published and implementation will be further developed and incorporated into the Regional Plan measures ongoing.

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FIGURE 4. **RACIAL DEMOGRAPHICS OF SAN DIEGO GENERAL AND HOMELESS POPULATIONS**

Bar chart with three series: General Population, Unsheltered, Sheltered

Race	General Population	Unsheltered	Sheltered
White	75.4%	71%	61%
Black/African American	5.5%	21%	30%
Asian	12.6%	1%	1%
American Indian Alaskan Native	1.3%	2%	2%
Hawaiian/Pacific Islander	0.6%	2%	2%
Multiple Races	4.6%	3%	5%

TEMPORARY AND PERMANENT HOUSING RESOURCES

HOUSING INVENTORY MEASURE

1. **Total number of emergency shelter beds**
2. **Total number of transitional housing beds**
3. **Total number of rapid re-housing slots**
4. **Total number of permanent supportive housing beds**
5. **Total number of other permanent housing beds**

TOOLS TO MEASURE

Annual Housing Inventory Count Report. Performance measured for region and sub-regions

KNOW EVERY PERSON BY NAME AND REACH "FUNCTIONAL ZERO"

The BFZ methodology developed by Community Solutions uses data to understand who is currently experiencing homelessness and who entered and exited homelessness each month. BFZ primarily relies on HMIS however other data can be incorporated. The methodology measures specific sub-populations – single adults, families, and youth. Veterans and seniors can be measured as a subset of the single adult population.

BFZ MEASURE

1. **Total active people experiencing homelessness each month**
2. **Total number of persons entering homeless each month**
3. **Total number of persons exiting to housing each month**

TOOLS TO MEASURE

BFZ By Name List Reporting tools for specific sub-populations

BFZ data dashboards

ENSURE THE SYSTEM IS MEETING THE NEEDS OF PERSONS RECEIVING SERVICES

Feedback from people who receive services should be included with the quantitative data to provide a more comprehensive indicator of success with plan implementation. The Regional Plan promotes the use of a continuous feedback loop with people receiving services and system stakeholders. This can be done through various avenues including regular feedback sessions, standardized reporting mechanisms for people experiencing homelessness across all programs, lived experience advisory boards or working groups, mobile kiosks to collect input at program sites, and others.

San Diego is committed to ENDING HOMELESSNESS.

" When it comes to homelessness, we have a lot of public agencies involved but not necessarily a lot of time and resources. This means we have to work hard to coordinate our efforts across the entire region to make the best use of limited funds and political capital, and to throw these resources behind the efforts that have the biggest impact, because this continues to be an emergency and the public needs to see results. "

TERRA LAWSON-REMER

San Diego County Board of Supervisors, District 3

The time to act is NOW.

APPENDIX A:
SUMMARY OF NATIONAL, STATE, AND LOCAL FRAMEWORKS AND PLANS

NATIONAL

EXISTING PLAN

Home Together: The Federal Strategic Plan to Prevent and End Homelessness (2018)

United States Interagency Council on Homelessness

GOALS
- To end homelessness among Veterans
- To end chronic homelessness among people with disabilities
- To end homelessness among families with children
- To end homelessness among unaccompanied youth
- To end homelessness among all other individuals

STRATEGIES
- Increasing Affordable Housing Opportunities
- Strengthening Prevention and Diversion Practices
- Creating Solutions for Unsheltered Homelessness
- Tailoring Strategies for Rural Communities
- Helping People Who Exit Homelessness to Find Employment Success
- Learning from the Expertise of People with Lived Experience

EXISTING PLAN

The Framework for an Equitable COVID-19 Homelessness Response (2020)

National Alliance to End Homelessness, Center on Budget and Policy Priorities, National Low-Income Housing Coalition, National Healthcare for the Homeless Council

GOALS
Using a Racial Justice and Equity Lens:
- Meet public health goals
- Address economic impacts
- Increase housing stability
- Prevent future homelessness

STRATEGIES
- Build a System to Immediately End Any Experiences of Unsheltered Homelessness
- Reimagine and Transform Approaches to Sheltering People through Non-Congregate Options and Other Models
- Provide the Scale and Range of Housing Options Necessary to Meet All Housing Needs
- Implement Diversion and Targeted Homelessness Prevention Assistance to Prevent as Many Entries into Homelessness as Possible

STATE

EXISTING PLAN

Action Plan for Preventing and Ending Homelessness in California (2021)

California Homeless Coordinating and Financing Council

GOALS
Homelessness in California is: rare, because it is prevented whenever possible; brief, ended quickly whenever it does occur, through a focus on Housing First approaches and housing outcomes; and a one-time experience, ended successfully the first time, so that no Californians experience homelessness repeatedly.

Key Principles and Practices:
- Pursuing racial equity and justice;
- Creating solutions for the full diversity of people experiencing homelessness;
- Seeking and valuing the expertise of people with lived experiences of homelessness;
- Aligning State activities with Housing First approaches;
- Balancing crisis response and permanent housing solutions;
- Shared responsibility, accountability, and efficiency across State departments and programs, in close coordination with local communities

STRATEGIES
- Strengthening Our Systems to Better Prevent and End Homelessness in California
- Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness
- Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing
- Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities
- Preventing Californians from Experiencing the Crisis of Homelessness

LOCAL — REGIONAL AND SUB-REGIONAL

EXISTING PLAN

Coordinated Community Plan to End Youth Homelessness (2019)

GOALS
- By 2024 all youth experiencing homelessness have safe and stable homes where their journey to independence is

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supported through an accessible, youth-driven ecosystem of care

STRATEGIES

- Center youth in the design and oversight of all activities
- Facilitate cross-system and cross-agency collaboration and coordination
- Use quality data to drive decision-making
- Ensure streamlined access to services for youth that are equitably resourced in all parts of the county
- Provide expanded housing options that support youth in remaining stably housed and making sustained exits from homelessness
- Open doors to self-sufficiency and success through education, employment and entrepreneurialism
- Support social-emotional well-being and permanent connections for youth
- Prevent youth from becoming homeless or chronically homeless

EXISTING PLAN

North County Homeless Action Plan (2019)

GOALS

- Reduce Unsheltered Street Homelessness 50% by January 2022
- Increase Short-Term Housing Options Needed for People Experiencing Homelessness Today
- Increase Long-Term Housing Options to End Homelessness for People Experiencing Homelessness or Who Are in Shelter Today

STRATEGIES

- Increase City & County funding for existing shelter network
- Create new shelter and short-term accommodations / transitional housing through blighted motel conversions
- Purchase and convert blighted motels
- Identify additional opportunities to expedite and develop affordable housing amidst COVID-19 recovery
- Fund more social workers to address case management needs for persons experiencing homelessness and struggling to access housing and programs
- Identify multiple North County Day Center locations where people can safely access and be connected with resources
- Work with County of San Diego, Federally Qualified Healthcare Centers Medi-Cal Reform (CalAIM), and Homeless Service Providers to increase the number of person-centered case managers and social workers who can help people in need to access and benefit from resources that will end their homelessness and support long-term success
- Increase proven effective SOAR program, which secures Federal disability benefits (SSI, SSDI) for homeless individuals who are unable to work
- Strengthen opportunities for conservatorship for individuals with multiple disabling conditions who are unable to end their own homelessness, manage their own health, and are a great risk to themselves or others

EXISTING PLAN

East County Homeless Task Force (2020)

GOALS

- Increase the number of region-wide, low barrier, year-round shelter beds (including wrap-around services for securing and stabilizing housing).
- Increase the availability and inventory of permanent supportive housing and permanent affordable housing.
- Ratify a plan for long-term sustainability by bringing funding to the task force and its projects.

STRATEGIES

Same as goals

EXISTING PLAN

South Region Homeless Alliance (2021)

GOALS

- Partner Engagement: Ensure all South Region partners are engaged in the collaborative by January, 2021, with ongoing engagement of new partners.
- Bridge Shelter: Open the Bridge Shelter in Chula Vista, starting with 90 beds and eventually increasing to 250, to serve all communities throughout South Region by December, 2021.
- Collective Impact Model: Establish a collective impact model for addressing homelessness through the South Region Collaborative by September, 2021.
- Coordinated Outreach: Establish a collective coordination effort across all jurisdictions to ensure Homeless Outreach activities are provided comprehensively throughout the region, using consistent approaches by December, 2021.
- Resources and Gaps: Create a South Region Resource Map identifying all outreach, service, and housing resources for people who are homeless to identify where there may be gaps and where improved coordination is necessary by December, 2021.
- Regional Resource Development: Create a mechanism to identify and track overall funding to support homeless outreach, services, and housing in the South Region, and respond collectively to funding opportunities by December, 2021.

STRATEGIES

Same as goals

EXISTING PLAN

County of San Diego Framework for Ending Homelessness

GOALS

- The Framework for Ending Homelessness does not set specific goals but includes the following key drivers:
    - o Person-Centered
    - o Data
    - o Collaboration
    - o Sustainability
    - o Equity

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STRATEGIES
- Strategic domains include:
  - o Root cause and upstream prevention
  - o Diversion and mitigation
  - o Services, treatment, and outreach
  - o Emergency/interim housing and resources
  - o Permanent housing and support

LOCAL — CITIES

EXISTING PLAN
Homeless Response Plan (2017)
City of Carlsbad

GOALS
- Enhance the quality of life for all who live in Carlsbad by actively leveraging and deploying city resources in a compassionate and effective manner, and by facilitating access to resources provided by others.

STRATEGIES
- Preventing, reducing and managing homelessness in Carlsbad
- Supporting and building capacity within the city and community to address homelessness
- Encouraging collaboration within the city, community partnerships and residents
- Retaining, protecting and increasing the supply of housing

EXISTING PLAN
Homeless Action Plan (2021)
City of Encinitas

GOALS
- Increase the Capacity of the City and the Community to End Homelessness in Encinitas Through the Development a Collaborative Community Driven Approach
- Decrease the Number of Individuals Experiencing Homelessness Through Demand Driven, Person-Based Homeless Response and Supportive Housing Services System
- Increase the Availability of Temporary and Permanent Housing

STRATEGIES
- Ensure that outreach is empathetic to the condition of those experiencing homelessness and that their basic needs are provided.
- Enhance interim housing system capacity based on agreed upon standards for the operation of emergency shelter that reflect national best practices
- Enhance health care services for persons experiencing homelessness.
- Develop measures to address City's approach to Homelessness
- Develop strategies to maximize existing housing stock and potential housing resources

- Partner with the City of Encinitas Housing Authority to explore strategies to expand the use of Housing Choice Vouchers to support households at risk of or experiencing homelessness
- Develop options to expand the number of year-round shelter beds available to individuals experiencing homelessness in Encinitas

EXISTING PLAN
Strategy for Addressing Homelessness and Transiency (2021)
City of Escondido

GOALS
- To eliminate the negative impact of homelessness and transiency on our community

STRATEGIES
- Policy Support
- Public Safety
- Cleanup and Conditions
- Targeted Geographic Areas
- Partnerships
- Traditional Solutions

EXISTING PLAN
Homeless Action Plan (2021)
City of La Mesa

GOALS
- Enhance the City's public communication and coordination related to the homeless
- Improve the City's ability to prevent homelessness, provide direct outreach to the homeless population, address public safety, and respond to nonemergency calls for service.
- Expand the City's ability to connect homeless residents to transitional and permanent housing opportunities
- Identify viable one-time and ongoing grant funding opportunities

STRATEGIES
- Setup and maintain a homeless webpage with frequently asked questions, homeless facts and figures, volunteer opportunities, and information about City efforts
- Establish a unique hotline and email for residents and homeless individuals to report need for services.
- Share news via City social media channels and press releases.
- Collaborate with Sharp Grossmont Hospital to ensure SB1152 Hospital Discharge Processes requirements are met. Identify gaps in services or protocols and partner with service providers to improve or exceed compliance mandates.
- Work with local and regional care providers to identify a database that is updated in real time that multiple agencies share that contains information about available

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beds, housing options, and resources. Explore availability and use of Homeless Management Information System (HMIS).

- Work with the La Mesa Library to connect patrons experiencing or at risk of becoming homeless with referrals to homeless outreach personnel.
- Identify and establish consultation locations where clients can meet privately with homeless outreach workers and case managers.
- Continue regional collaboration efforts that incudes San Diego East County cities and the County to coordinate services and resources
- Develop internal coordination committee comprised of Homeless Outreach Provider, local nonprofits (including the faith community), Grossmont Hospital, and La Mesa Police Department to draft a homeless strategy, discuss efforts, active cases, and coordinate information
- Explore opportunities to provide funding to local nonprofits that work to prevent homelessness; serving populations that are at-risk, and providing services such as meals and rental assistance to families.
- Contract with homeless services provider that focuses on outreach, housing navigation, mental health services, substance abuse and addiction recovery, ongoing healthcare, case management, and continuity of care. Ensure contractor partners with housing and other service providers to expand support for La Mesa's homeless residents.
- Outreach efforts should consider all local and regional care providers, regardless of their insurance requirements, to ensure that those experiencing homelessness receive necessary and correct treatment.
- Explore options including non-enforcement officer(s) focused on outreach, working alongside a social worker.
- Offer Housing Navigation assistance to persons who are experiencing or at risk of homelessness.
- Improve lighting in breezeway between Library and City Hall.
- Work with MTS to increase patrol at trolley stations
- Adopt Housing First as a policy position; a nationally recognized model that prioritizes providing permanent housing for the homeless.
- Explore options with residential developers to include affordable and Permanent Supportive Housing units as components of development projects.
- Pursue partnerships with neighboring jurisdictions and the County of San Diego to build new or rehabilitate existing housing stock to create permanent supportive, bridge, and other housing options for persons experiencing or at risk of homelessness in La Mesa.
- Explore funding allocations, such as Federal and State grants, for permanent supportive housing, rapid re-housing, rental assistance, and similar programs.
- Continue to identify available funding and resources to ensure that the recommended scope of work can be

achieved and to provide continuous, ongoing and effective outreach and follow-up.

EXISTING PLAN
Comprehensive Homeless Strategy (2019)
City of Oceanside

GOALS

- Oceanside's Comprehensive Homeless Strategy serves as a report on the current status of homelessness in the City, its impact on efforts underway, and provides a framework for integrated and coordinated approaches to help the homeless situation. The City cannot respond to this County and Statewide crisis on its own. Many homeless individuals suffer from substance abuse and/or mental health issues which far exceed a City's ability to respond. Clearly, the County of San Diego which is tasked with "community health" responsibilities, needs to take on an even greater role in Oceanside and North County to make meaningful progress. The State, County, City, and the nonprofit community need to work in concert to make meaningful progress.

STRATEGIES

- Ensure that all City departments are tracking homeless-related expenditures Ensure cross-departmental communications, especially with Neighborhood Services, Police, Fire, City Attorney, and City Manager to share information and to strengthen efforts
- Continue to build partnerships with neighboring cities, agencies and organizations to build capacity for future rapid rehousing and connection to services
- Create educational materials for residents and businesses on how to address or report homeless-related concerns
- Protect and increase supply of affordable housing in Oceanside
- Use new forms of active outreach to landlords with the goal of increasing voucher usage
- Identify new funding options; apply for appropriate grants
- Search for Bridge Housing monies
- Search out appropriate training for City staff regarding homeless issues
- Balance the needs to keep public areas and streets clean and safe with the rights and needs of people who have no home
- Consider expanding Winter Shelters
- Work with North County Cities and elected officials to analyze options for a year-round North County shelter
- Engage with (and lobby) county, state and federal representatives to make reducing homelessness a top priority
- Encourage the County of San Diego to allocate more resources for mental illness, substance abuse, affordable housing, sheltering, etc.
- Continue to analyze best practices, such as the Housing First model

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- Encourage service organizations to engage with nonprofit service providers that help the homeless population
- Expand efforts to prevent homelessness through Housing programs
- Apply for State Homeless Emergency Aid Program block grant funding

Community Action Plan on Homelessness (2019)
City of San Diego
GOALS
- Decrease unsheltered homelessness by 50 percent
- Finish the job of ending veteran homelessness
- Prevent and end youth homelessness as outlined in the San Diego County Coordinated Community Plan to End Youth Homelessness

STRATEGIES
- Implement a systems-level approach to homelessness planning. Build capacity and infrastructure around city-level governance, strategic thinking and systems change to support the articulated goals.
- Create a client-centered homeless assistance system. Create a homeless assistance system that centers around clients and values client feedback in system design and resource allocation. Decrease inflow through increase of prevention and diversion. Work with other regional systems to prevent homelessness when possible and divert people from the system altogether.
- Improve the performance of the existing system. Review current practices, performance and metrics to move from project-level thinking to system-level thinking.
- Increase the production of/access to permanent solutions. Identify low-income and affordable housing options to increase opportunities to provide greater access to permanent housing.

Strategic Plan to Address Homelessness (2020)
City of Vista
GOALS
- Prevent Homelessness
- Improve Quality of Life
- Reduce Homelessness

STRATEGIES
- Develop uniform messaging and coordination among all departments
- Identify unmet needs of each department
- Define priority actions and develop strategies to achieve them
- Identify necessary funding resources or means of accomplishing goals
- Create metrics to assure progress is being made towards achieving priority goals
- Establish metrics to quantify costs incurred by the City associated with homelessness
- Establish Homeless Prevention Pilot Program
- Home Share Coordination Services
- Historic Downtown Daytime Outreach Program
- Encampment Clean-Up
- Governmental and Legislative Advocacy
- Secure Shelter Beds
- Full-Time Social Worker with Flex Funds

APPENDIX B:
REGIONAL FUNDING DEDICATED TO HOMELESSNESS

The following table outlines at a high level the Federal and State funding sources to address homelessness throughout the region. Funding sources are typically for specific governmental jurisdictions, as noted. The funding term is based on the most recent adopted budgets. As such, it reflects Federal Fiscal Year (FFY) 2020 or 2021, defined as October 1 to September 30. For State funds, in the majority of instances, the table reflects the State Fiscal Year (SFY) 2020, defined as July 1 to June 30. Due to the various levels of detail included in local governmental jurisdiction's budgets, local funding commitments are not included. . Current funding for the City of San Diego, County of San Diego, and the CoC can be found on their respective web-sites within their current budgets or notice of awards.

FEDERAL

FUNDING SOURCE	ALLOCATION	FUNDING TERM	ADMINISTERING ENTITY	ELIGIBLE USES
HUD Continuum of Care	$29.3M	FFY 20201	San Diego Continuum of Care	Transitional Housing, Rapid Re-Housing, Permanent Supportive Housing, Supportive Services
HUD Youth Homelessness Demonstration Program	Initial: $7,939,097 2020 $3,969,549	December 2019-November 2021 Beginning December 2021, funds will become part of the annual Continuum of Care allocation through HUD	RTFH	Youth system navigators, prevention and diversion, crisis response host homes, and non-time limited housing which may include rapid rehousing, permanent housing, or joint transitional-rapid rehousing
Emergency Solutions Grants	$1,774,346 $6,102,437 (COVID 1) $38,061,177 (COVID 2)	FFY 2021 FFY 2020 FFY 2020	Specific Allocations for: County of San Diego, and the Cities of Chula Vista, Escondido and San Diego	Street Outreach, Emergency Shelter, Rapid Re-Housing, Homelessness Prevention, Homeless Management Information System
HOME	$12,106,659 $43,877,183 (American Rescue Plan)	FFY 2021 FFY 2021	Specific Allocations for: County of San Diego and allocations for the cities of Chula Vista, El Cajon, Escondido, National City, Oceanside, San Diego	Tenant-based rental assistance, housing rehabilitation, assistance to homebuyers, and new construction of housing.

FUNDING SOURCE	ALLOCATION	FUNDING TERM	ADMINISTERING ENTITY	ELIGIBLE USES
Housing Opportunities for People with AIDS (HOPWA)	$5,253,183 $682,662 (CV)	FFY 2021 FFY 2020	County of San Diego City of San Diego Note: County and City allocations are to serve entire San Diego region	Rental housing assistance, including emergency and transitional housing, shared housing, community residences and single room occupancy dwellings for people with HIV/AIDS. Eligible activities include housing information resource identification, and permanent housing placement; acquisition, rehabilitation, conversion, lease, and repair of facilities to provide short-term shelter and services; new construction; project or tenant-based rental assistance, including for shared housing; short-term rent, mortgage, and utility payments.
Community Development Block Grants	$27,804,814 $16,300,026 (COVID 1) $26,464,364 (COVID 2)	FFY 2021 FFY 2020 FFY 2020	Specific Allocations for: County of San Diego, and the Cities of Carlsbad, Chula Vista, Encinitas, Escondido, El Cajon, La Mesa, National City, Oceanside, Santee, San Diego, San Marcos and Vista	Broad range of eligible activities and each jurisdiction determines use of funds. At least 70% of funds must benefit low-and moderate-income people. Examples of eligible uses which may benefit people who are homeless include: Acquisition of real property, relocation and demolition; rehabilitation of residential and non-residential structures

STATE

FUNDING SOURCE	ALLOCATION	FUNDING TERM	ADMINISTERING ENTITY	ELIGIBLE USES
Bringing Families Home	$1,669,546	SFY 2020	County of San Diego (requires a dollar for dollar match by the County)	Rapid Rehousing and supportive services for homeless families in the child welfare system
CalAIM	TBD	TBD	Medi-Cal Managed Care Plans	Within CalAIM there are two programs – Enhanced Care Management (ECM) and In Lieu of Services (ILOS) that are relevant to the homeless system. ECM providers those with complex health conditions with care management services. ILOS can pay for housing transition and housing tenancy supports, medical respite care, housing deposits, and other housing services.
Home Safe	$500,000	SFY 2017-2020	County of San Diego	Housing related intensive case management, short-term housing related financial assistance, eviction prevention, and other supportive services for adults being served by Adult Protective Services and at-risk of homelessness
Homeless Housing Assistance and Prevention	Round 1: $43,279,020 Round 2: $20,308,092 Round 3: $53,986,348.30	Round 1: 7/1/20-6/30/25 Round 2: 7/1/21-6/30/26 Round 3: 7/1/22-6/30/26	Specific Allocations for RTFH, County of San Diego, and City of San Diego	1. Rental assistance and rapid rehousing 2. Operating subsidies in new and existing affordable housing units, emergency shelters, and navigation centers. 3. Landlord incentives 4. Outreach and coordination 5. Systems support for regional partnerships 6. Permanent housing and innovative housing solutions 7. Prevention and shelter diversion to permanent housing 8. New navigation centers and emergency shelters

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FUNDING SOURCE	ALLOCATION	FUNDING TERM	ADMINISTERING ENTITY	ELIGIBLE USES
Housing and Disability Advocacy Program	$1,414,902	SFY 2020	County of San Diego (requires a dollar for dollar match by the County)	Outreach, case management, benefits advocacy and housing supports to people who are disabled or likely disabled and are experiencing homelessness
Housing Assistance	Ongoing benefit – no specific allocation	Ongoing	County of San Diego	Payments for temporary shelter, security deposit and up two months of rent arrears for families who are receiving CalWORKs
Housing Support Program	$4,771,875	SFY 2020	County of San Diego	Rapid Rehousing and supportive services for families who are receiving CalWORKs
No Place Like Home	$80,700,000	Through 2024	County of San Diego	Permanent Supportive Housing for people who are experiencing or at-risk of homelessness and who have a serious mental illness
Permanent Local Housing Allocation	$77,040,816	2019-2024	Specific Allocations for: County of San Diego, and the Cities of Carlsbad, Chula Vista, El Cajon, Encinitas, Escondido, La Mesa, National City, Oceanside, San Diego, San Marcos, Santee, Vista	1. Predevelopment, development, acquisition, rehabilitation, and preservation of multifamily, residential live-work, rental housing, including Accessory Dwelling Units that is affordable to extremely low-, very low-, low-, or moderate income households, including necessary operating subsidies 2. Rapid re-housing, rental assistance, supportive/case management services that allow people to obtain and retain housing, operating and capital costs for navigation centers and emergency shelters, and the new construction, rehabilitation, and preservation of permanent and transitional housing
Project Homekey	$37,690,283	Funds had to be spent by June, 2021; Governor's proposed budget includes an additional $50m statewide	City of San Diego	1. Acquisition and rehabilitation of motels, hotels, or hostels 2. Master leasing 3. Acquisition of other sites including apartment or homes among others 4. Conversion of units from nonresidential to residential as a motel, hotel, or hostel 5. Relocation costs for individual being displaced duet to rehabilitation of existing units 6. Capitalized operating subsidies
Transitional Housing Program for Foster Youth	Ongoing benefit – no specific allocation	Ongoing	County of San Diego	Funding to support transitional housing for youth between the ages of 18-24 who are exiting the foster care system
Whole Person Wellness	$4,600,000	SFY 2020	County of San Diego (requires a dollar for dollar match by the County)	Intensive care coordination and tenancy supports for people who are high utilizers of Medi-Cal are homeless, and who have either a serious mental illness, substance use disorder, and/or a chronic physical health condition.

COMPONENTS OF SAN DIEGO'S HOMELESSNESS CRISIS RESPONSE SYSTEM

The homelessness crisis response system is the network of stakeholders working in coordination to end homelessness. The system includes homelessness prevention, outreach, shelter, and permanent housing programs – rapid re-housing and permanent supportive housing.

The homelessness crisis response system is intended to quickly address each person's housing crisis and effectively end their homelessness through the provision of housing and services that best meets their needs. The system does not address poverty. Most households who exit homelessness will likely remain in poverty and be extremely rent burdened (like many San Diegans).
Funding for the homelessness crisis response system comes from various sources, however significant funding comes from the federal and state government and is directed to various public entities such as the County of San Diego, the CoC, and cities in the region.

CRISIS RESPONSE SYSTEM: CORE COMPONENTS
The core system components identified in figure 1 are described as follows:

EMERGENCY ASSISTANCE

Homelessness Prevention: Intervention targeted to households at imminent risk of homelessness. Services include financial assistance; landlord mediation and supportive services/housing supports.

Street Outreach: Intervention targeted to households living unsheltered focused on building trust and rapport, connecting to emergency services, and moving towards permanent housing.

Day Center/Shelter: A low-barrier walk-in location where individuals can generally access basic needs services such as restrooms, showers, laundry and mail, receive information and referrals to various services, socialize with others, and start the engagement and process towards housing.

Diversion: An approach and set of services to rapidly assist households to return to safe permanent housing quickly. Diversion services can be implemented within different interventions such as an access site, outreach, shelter, and other housing supports.

Emergency Shelter: A safe, secure, and stable temporary housing environment to assist households to access permanent housing. Ideally emergency shelters operate using a low-barrier approach.

Safe Havens: Provide low-barrier temporary housing with private/semi-private accommodations with behavioral health supports. Targeted to individuals with high needs, specifically those with mental illness. Although temporary shelter, individuals can remain there for an indefinite amount of duration.

Transitional Housing: Temporary housing that provides services for up to 24 months to stabilize and transition to permanent housing.

PERMANENT HOUSING

Rapid Re-Housing: Intervention targeted to medium acuity households that provides short to medium-term rental assistance paired with housing-based case management. Rapid Re-Housing is focused on helping households increase their income to take on the rent over time and ensure housing stability.

Permanent Supportive Housing: Intervention targeted to high acuity households with a disability that provides subsidized affordable housing paired with intense wrap-around supportive services focused on housing stability, addressing health and behavioral health challenges, and overall wellness.

Other Permanent Housing: Intervention similar to permanent supportive housing, in that it provides affordable permanent housing dedicated for a homeless population, however it does not have the requirement that households must have a disability and the services may not be as intense as supportive housing.

In addition to core homeless interventions, the homeless crisis response system also includes system infrastructure to support the network of housing and services.

Policy and Planning: One of the primary roles of the CoC is to set regional policies that support evidence-based practices for ending homelessness. A critical role of the CoC is to act as a regional planning body. This includes continuously reviewing and analyzing the homelessness system, conducting gaps analyses, engaging in rapid planning activities, and leading and coordinating targeted initiatives. The RTFH as the lead agency for the CoC has dedicated staff and can support the region with many policy and planning activities, inclusive of some of the core requirements for the CoC below.

> **Point-In-Time Count:** The PIT Count is a HUD CoC mandated activity, and while it is not perfect science, it is still one of the primary methods for understanding the scope and need of the population in San Diego. San Diego has moved to using an "engaged count" method that focuses on engaging each person during the PIT rather than simply doing head counts, a methodology HUD is now promoting as a national best practice. While the PIT in San Diego is a key planning tool, it is also critical that we understand the PIT data in context with other data, specifically the HMIS.

> **Housing Inventory Count:** The Housing Inventory Count (HIC) is another HUD CoC mandated activity. While the PIT count enumerates people, the HIC quantifies the number of housing interventions available within the homelessness crisis response system. The HIC includes all programs in the region not just those that receive federal or state funding. The HIC specifically counts the number of emergency shelter beds, transitional housing, rapid re-housing, and permanent supportive housing beds. The HIC also breaks down the beds by single adults, families, and special populations such as Veterans and youth.

> **HUD CoC NOFA and Funding Coordination:** The CoC is responsible for annual application to HUD for federal CoC funds. The RTFH, as lead agency, is responsible for working with partners and submitting the application and monitoring funded projects. The CoC is also responsible for coordinating with other public sector partners for federal Emergency Solutions Grant (ESG) funds and other state funds for homeless assistance.

Coordinated Entry System: The Coordinated Entry System (CES) is a HUD mandated system structure that ensures all individuals and families at-risk of or experiencing homelessness have access to the homelessness crisis response system and can efficiently be connected to the most appropriate housing intervention based on need. This is done through a standardized assessment process, prioritization of people based on need, and referral to permanent housing programs. The CoC has adopted CES Policies and Procedures that outline core components, details, and specific processes for San Diego's CES. As the lead agency for the CoC, the RTFH is responsible for oversite and implementation of CES with community partners. It is critical that CES also ensures a racial equity lens in regard to assessment, prioritization, and referral.

Technology Infrastructure:

> **Homeless Management Information System:** HMIS is a local web-based information system the San Diego CoC uses to collect client-level data on the provision of housing and services to individuals and families through the homelessness crisis response system. RTFH serves as the CoC's HMIS Lead Agency and in this role, RTFH sets policy, performs executive functions and provides strategic direction and oversight for San Diego's HMIS. This includes oversight of technical design, implementation and operation of the HMIS, managing the day-to-day system operations, and providing training and technical support for over 1200 users across 700 programs within 75 organizaitonal partner agencies. The HMIS can also be used for monitoring system and program performance and conducting ongoing evaluation. Understanding the critical role that data plays in San Diego's system, the RTFH switched HMIS vendors in January 2019, working with the community to do so in record time.

> **Coordinated Entry System:** The Coordinated Entry System (CES) is a HUD mandated system structure that ensures all individuals and families at-risk of or experiencing homelessness have access to the homelessness crisis response system and can efficiently be connected to the most appropriate housing intervention based on need. This is done through a standardized

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assessment process, prioritization of people based on need, and referral to permanent housing programs. The CoC has adopted CES Policies and Procedures that outline core components, details, and specific processes for San Diego's CES. As the lead agency for the CoC, the RTFH is responsible for oversite and implementation of CES with community partners. It is critical that CES also ensures a racial equity lens in regard to assessment, prioritization, and referral.

Data Dashboards and Reporting: The RTFH made a commitment to the San Diego region to establish public data dashboards that provide a high-level understanding of the population experiencing homelessness in San Diego and the performance of both the system and individual projects using HMIS data. The CoC is also able to utilize HMIS data to produce HUD reports such as the System Performance Measures (SPM) and the Longitudinal System Analysis (LSA).

Community Information Exchange: The Community Information Exchange (CIE), administered by 211 San Diego, is a collaborative ecosystem, trusted partner network, and technology platform that integrates data from disparate databases for enhanced care coordination across sectors. The CIE connects data from health, housing, workforce, food, and other social determinant of health sectors to create a single person-centered record for care planning and facilitating a multidisciplinary approach to services. 211 San Diego serves as the backbone for the CIE and coordinates over 100 organizational partners across San Diego. RTFH developed a multi-party authorization for individuals to opt in to sharing relevant information from the HMIS to better coordinate their care among the larger CIE trust network. RTFH pushes HMIS data into the CIE on a daily basis. The HMIS and CIE integration serves as an innovative model communities across the country are working to replicate. About a quarter of the participating CIE partners are homeless services providers.

ConnectWellSD: The County of San Diego operates ConnectWellSD, a data system that connects various County data systems including Behavioral Health Services, Eligibility, Child Welfare Services, and Aging and Independence Services, among others for the purposes of delivering person-centered care coordination. In 2021, building on the successful legal and technology infrastructure developed by RTFH, ConnectWellSD initiated a project with 211 San Diego to receive select data elements from HMIS. It is used by County staff and County contractors many whom are providing homeless services to better coordinate care and provide more person-centered service delivery.

Standards, Learning Collaborative, and Training: The CoC sets standards for the provision of homeless services. The CoC Community Standards outlines minimum expectations for providing quality housing and services and are based on proven best practices. The CoC also supports the system with adhering to and practicing the standards. In the last few years the RTFH has taken a lead role with creating focused learning collaboratives and contracting with national experts to provide training in diversion, street outreach, and rapid re-housing.

APPENDIX E:
SUB-POPULATIONS OVERVIEW

The following provides an overview of current efforts to address Veterans, youth, unsheltered persons, older adults, and families.

VETERANS

San Diego has consistently ranked as one of the communities with the largest numbers of Veterans experiencing homelessness, however, San Diego continues to work toward ending Veteran Homelessness. In the 2022 PIT count there were 686 Veterans experiencing homelessness in San Diego, a 30% decrease from 2020 PIT count.

FIGURE 5. **VETERAN UNSHELTERED AND SHELTERED POINT-IN-TIME COUNT TRENDS**   ■ Unsheltered   ■ Sheltered
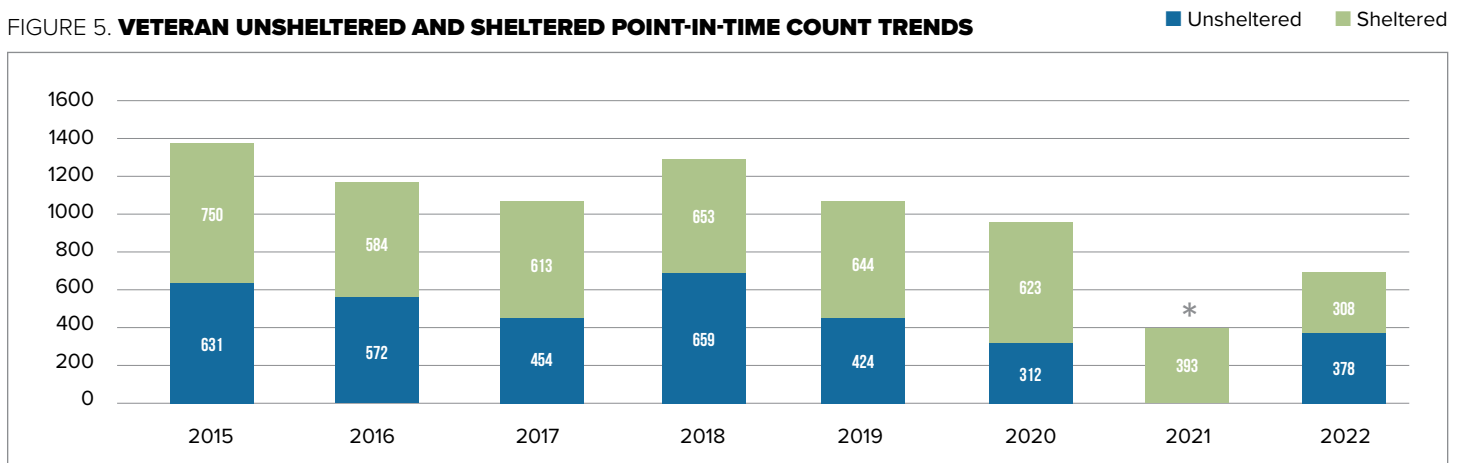
Note: In 2021 the CoC did not conduct an unsheltered PIT Count due to COVID-19. The 2021 PIT Count only included the sheltered count. Veteran homelessness has steadily decreased over the last several years as a result of increased focus on the issue, local initiatives, and increased funding from the VA, particularly in housing first interventions including the HUD VASH and SSVF programs.

WHAT'S IN PLACE TO ADDRESS VETERAN HOMELESSNESS?

Committed leadership at the VA San Diego Healthcare System: Local VA staff are members of the CoC Advisory Board and co-chair the CoC Veterans Consortium Committee and committed to the goal of ending Veteran homelessness. VA staff are very active in the regions Built for Zero initiative.

City of San Diego Goal to End Veteran Homelessness: The City of San Diego has committed to a goal of ending Veteran homelessness within three years (estimated end date of March 2024).

HUD VASH Program: Three PHA's administer the HUD VASH program in the region in partnership with the VA: San Diego Housing Commission, County of San Diego, and the City of Oceanside. As a region, utilization of the VASH program has improved and is higher than several large PHAs across the state. Targeted efforts to maximize voucher utilization are underway.

Stand Down: The Stand Down events started by VVSD have been a longstanding event in San Diego to connect Veterans experiencing homelessness with emergency services and housing. Generally held once a year over a weekend these events offer an amazing opportunity for Veterans to get connected to resources they need. Variations of the event have since launched in North County.

Network of SSVF and Grant and Per Diem Partners: There are three main providers that operate the SSVF programs locally: Veterans Community Services, Veterans Village of San Diego, and People Assisting the Homeless (PATH). SSVF is VA funded rapid re-housing and homelessness prevention for eligible Veterans. San Diego is also one of 13 communities currently implementing a shallow subsidy pilot within the SSVF program that allows for use of shallow subsidies to help with housing

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stability as a taper off of the rapid re-housing rental assistance. San Diego also has a diverse array of VA Grant and Per Diem (GPD) and VA Contracted Residential (CRS) programs. This includes beds for low-demand shelter, recuperative care, bridge housing, clinical substance use treatment, and service-intensive transitional housing

Built For Zero Initiative: To help realize the City of San Diego goal, RTFH engaged Community Solutions to participate in the national Built For Zero (BFZ) initiative, a proven process to help communities reach functional-zero for targeted sub-populations. The local initiative includes leadership from the VA San Diego Healthcare System, Veteran homeless services providers, local government agencies, and dedicated staff at Community Solutions and RTFH supported through grant funding from Kaiser Permanente. The goal is to expand the BFZ initiative region-wide.

YOUTH AND YOUNG ADULTS

Addressing homelessness among youth and young adults is a priority in San Diego County. Strategies are outlined in the regional Coordinated Community Plan to End Youth Homelessness (CCP). While PIT counts have indicated reductions in the number of youth experiencing homelessness (including unaccompanied minors and youth up to age 24)) over the last several years, there is a recognition that young people are generally less visible and harder to count, move in and out of homelessness and precariously housed situations such as "couch surfing," and often times blend in with their non-homeless peers.

FIGURE 6. **UNACCOMPANIED YOUTH UNSHELTERED AND SHELTERED POINT-IN-TIME COUNT TRENDS**   ■ Unsheltered   ■ Sheltered
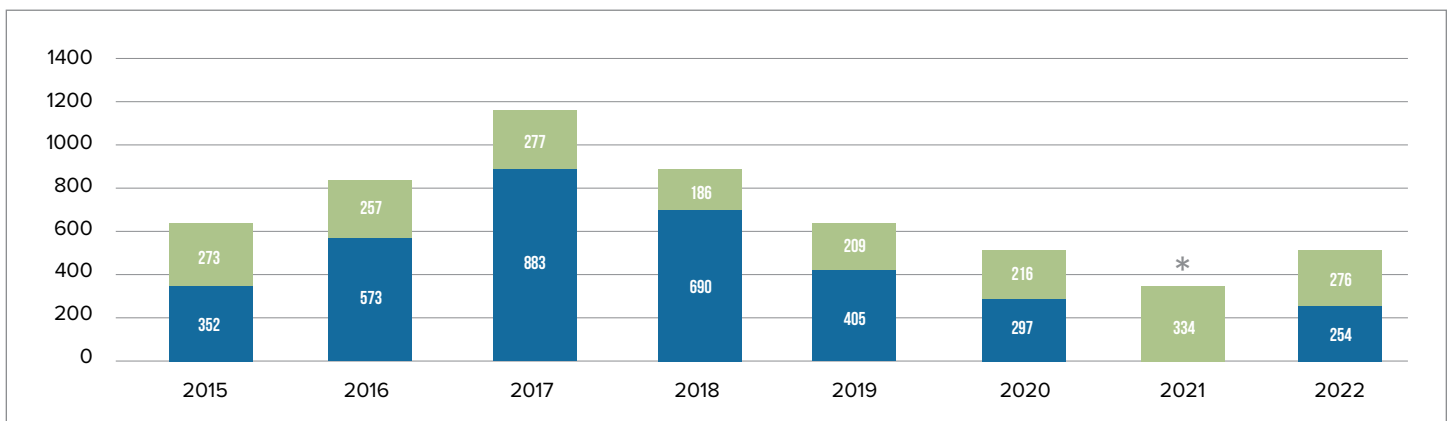
Note: In 2021 the CoC did not conduct an unsheltered PIT Count due to COVID-19. The 2021 PIT Count only included the sheltered count.

WHAT'S IN PLACE TO ADDRESS YOUTH HOMELESSNESS?

Coordinated Community Plan: In 2019 regional partners convened to create the CCP to end to youth homelessness by 2024. The CCP includes goals and strategies to accomplish the vision. The City of San Diego Action Plan included a goal to end youth homelessness in alignment with the CCP.

Youth Homelessness Demonstration Program: San Diego was awarded the largest YHDP grant in the nation in 2018, with the RTFH serving as the grant recipient. YHDP enabled the community to build a youth-driven ecosystem of care utilizing new housing models and scaling existing interventions. The YHDP grant ended in November 2021, but on-going funding was included in the CoC annual renewal allocation.

San Diego Youth Homelessness Consortium: The San Diego Youth Homelessness Consortium is a collaborative network of providers, young people, and stakeholders committed to preventing and ending youth homelessness in San Diego County by creating a multi-disciplinary, community-wide system to serve youth ages 24 and under.

Youth Focused Organizations: San Diego has many homeless services providers dedicated to serving young people such as Home Start, North County Lifeline, San Diego Youth Services, SBCS, Urban Street Angels, and the YMCA.

Youth Set-Aside in State Funding: The State of California has required a minimum set-aside for youth of state funding sources such as the Homeless Emergency Aid Program and its successor the Homeless Housing Assistance and Prevention (HHAP). These funds have helped launch local youth models such as the County of San Diego's Housing Our Youth (HOY) program.

Built For Zero Initiative: Similar to the Veteran initiative, the region is using the BFZ model to measure an end to youth homelessness as identified in the CCP.

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INDIVIDUALS EXPERIENCING UNSHELTERED HOMELESSNESS

San Diego and many other California CoCs, have consistently ranked near the top in the number of people experiencing unsheltered homelessness in the country. In January 2020, pre-pandemic, there were a minimum of 3,673 people living outside – on the streets, and in canyons, encampments, and vehicles - in San Diego County on a single night. Living unsheltered exacerbates health concerns, is extremely traumatic and dangerous, and is a top concern for the general public. Many people living unsheltered have significant physical and/or behavioral health conditions and are considered chronically homeless – having lengthy and/or repeated episodes of homelessness and a disabling condition.

FIGURE 7. **SINGLE ADULTS EXPERIENCING UNSHELTERED HOMELESSNESS POINT-IN-TIME COUNT TRENDS**
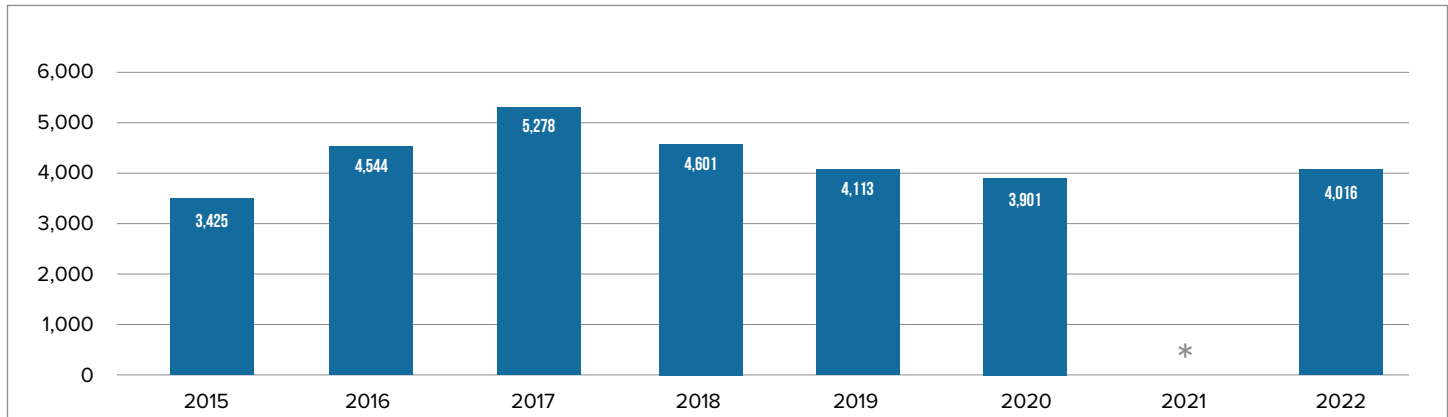
Note: In 2021 the CoC did not conduct an unsheltered PIT Count due to COVID-19. The 2021 PIT Count only included the sheltered count.

WHAT'S IN PLACE TO ADDRESS UNSHELTERED HOMELESSNESS?

City of San Diego Goal to Reduce Unsheltered Homelessness: The City of San Diego committed to a goal of reducing unsheltered homelessness by 50% in three years. This has led to increased funding for street outreach and enhanced outreach coordination infrastructure within the City.

Sub-Regional Focuses: All sub-regional efforts include strategies to address unsheltered homelessness. Many cities in the County have developed partnerships and dedicated resources for implementing city-focused outreach responses.

CoC Policy Guidelines on Unsheltered Homelessness: In January 2020 the CoC Advisory Board adopted a set of Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County that outline policy expectations to meet the needs of people experiencing unsheltered homelessness based on national best practices. The policy includes ending activities that criminalize homelessness, promoting the use of non-law enforcement personnel to engage people on the street, and taking a clearance with support framework for encampments that requires coordination across all partners for successful resolution. The RTFH developed the policy in consultation with community partners and HUD technical assistance staff.

Street Outreach Standards: Building on the unsheltered policy, the RTFH contracted with OrgCode to implement best-practices for the provision of street outreach services and re-orient San Diego's outreach efforts. In the Fall of 2020 the CoC Advisory Board adopted an enhanced set of Street Outreach Standards for the CoC that outline service expectations for street outreach workers across the region. The standards focus on ensuring a housing focused, trauma-informed, relationship-based engagement. Many public funders, including the City and County of San Diego, include the standards in their contract requirements for providing street outreach services.

Coordinated Street Outreach: Organizations providing and funding outreach are coordinating more than ever before. In the City of San Diego, the City funded a position dedicated to outreach coordination, staff and administered by SDHC, and funds PATH to provide housing-focused, neighborhood-based outreach teams and rapid response. Additionally, the RTFH has a position dedicated to outreach coordination, and the need for coordination is called out in the street outreach standards at sub-regional levels.

Changing Role of Law Enforcement in Street Outreach Services: Street outreach services led by trained service providers have expanded significantly across the region. The City of San Diego has increased street outreach and the County is investing new resources to expand its current commitment. While law enforcement remains a critical partner, the goal is for provider staff to take the lead on engagement with law enforcement supporting as necessary.

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Physical/Behavioral Health Partnerships: Addressing the physical and behavioral health needs of those living unsheltered is critical. Programs and partnerships have been developing with FQHC's and behavioral health partners. Some programs such as Street Medicine or Street Health provide basic health services as well as innovative strategies such as street-based Medication Assisted Treatment (MAT) for opioid use.

Homeless Management Information System Innovations: RTFH and community partners are currently piloting new GIS technology within the HMIS to map where street outreach interactions are occurring and the location of homeless encampments. This new technology will allow the community to better plan, coordinate, and track street outreach efforts.

SENIORS AND OLDER ADULTS

Nationally, the homeless population is aging and there is significant concern that the cost to serve them will increase exponentially in the coming years.[16] The needs of older adults drew more attention during the pandemic as age was correlated with an increased risk of illness and death from COVID-19. In 2020, over a quarter of the persons served in homeless programs including street outreach, day shelters, and temporary housing programs were age 55 and above. The 2022 PIT Count identified that 24% of the unsheltered population were 55 and up and of those, 47% reported experiencing homelessness for the first time, with 57% reporting a physical disability.

FIGURE 8. **AGE PERCENTAGES OF THOSE SERVED IN IN NON-PERMANENT HOUSING PROJECTS IN 2021**[17]
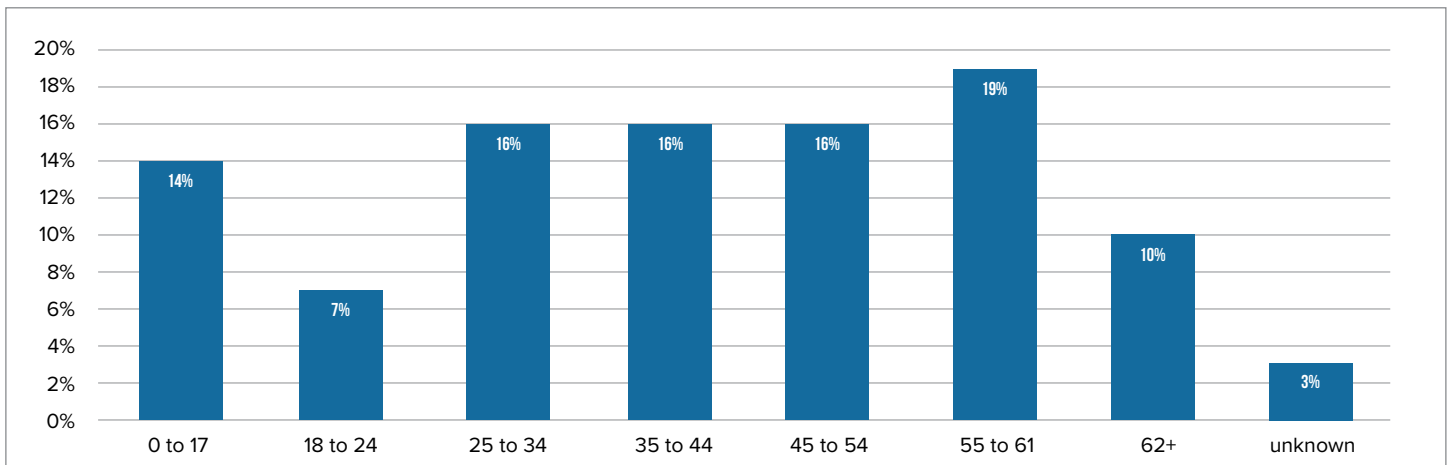
WHAT'S IN PLACE TO ADDRESS OLDER ADULT HOMELESSNESS?

Serving Seniors Homelessness and Housing Initiative: Serving Seniors launched a progressive effort to reduce senior homelessness in San Diego. The first phase of the initiative is a comprehensive needs assessment. The needs assessment is helping inform the design a homeless system focused on the needs of older adults.

CoC Ad Hoc Committee on Aging Homelessness: The CoC established an Ad Hoc Committee devoted to addressing homelessness among older adults.

County of San Diego Age Well Action Plan: In 2018 the County Board of Supervisors adopted the Age Well Action Plan that outlines actions to create an age-friendly community. Housing is identified as a key theme with the following strategies:
1. Implement zoning ordinances and design requirements that create accessible, mixed-use villages with a variety of housing types and services.
2. Implement policies and programs to prevent and overcome homelessness.
3. Institutionalize a coordinated approach to creating and financing affordable housing stock.
4. Develop comprehensive supports associated with housing for successfully aging in community.

Dedicated Affordable/Supportive Housing for Seniors: There are various affordable and supportive housing projects dedicated to an older adult low-income/homeless population. Properties include North Park Seniors by Community Housing Works, Talmadge Gateway by Wakeland Housing and Development Corporation, and Potiker Senior Residence by Serving Seniors, and others.

Network of Critical Partners: A solid network of organizations including Serving Seniors, Elder Help, Program of All Inclusive Care for the Elderly (PACE), the County of San Diego Aging and Independence Services, and various health centers, nursing homes, and other care facilities provide services to low-income seniors and those experiencing homelessness.

16 Culhane et al (2019) The Emerging Crisis of Aged Homelessness: Could Housing Solutions Be Funded by Avoidance of Excess Shelter, Hospital, and Nursing Home Costs?
17 This includes persons served in street outreach, day shelters, emergency shelter, transitional housing, and safe havens

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Medical Respite Care: Medical Respite Care or Recuperative Care provides short-term shelter with medical services for individuals experiencing homelessness who no longer need an acute hospital setting, but still need a safe and supportive environment to heal. San Diego has various respite care programs such as Interfaith Community Services model in North County. While these programs are not specifically targeted to seniors, it is a needed service for older adults facing homelessness given their complex health needs.

FAMILIES

Though the number of families experiencing homelessness counted in the PIT count has decreased over the last several years, the numbers are still too high. And like youth, families can be difficult to count because homeless families are less likely than single adults to stay in unsheltered locations because they fear their children will be removed from their custody. In San Diego, the number of families living unsheltered counted in the 2022 PIT count was very small –32 families with many of those living in vehicles. Governor Newsom recently proposed state funding that seeks to end family homelessness in five years. San Diego needs to prioritize homeless families and utilize the state funds to drive an end to family homelessness locally.

FIGURE 9. **FAMILIES UNSHELTERED AND SHELTERED POINT-IN-TIME COUNT TRENDS**   ■ Unsheltered   ■ Sheltered
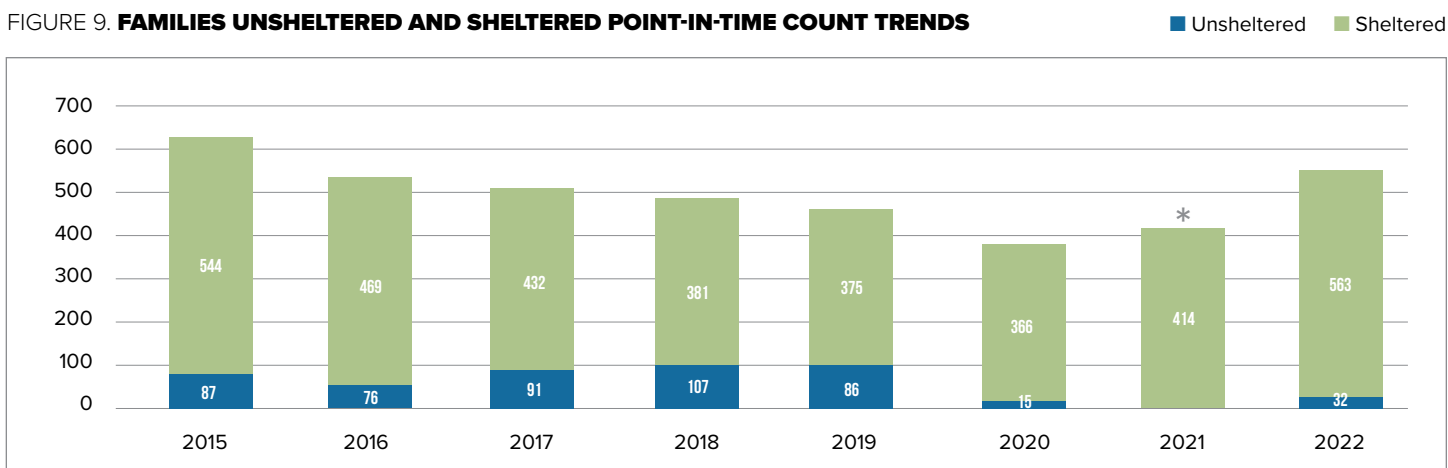
* Note: In 2021 the CoC did not conduct an unsheltered PIT Count due to COVID-19. The 2021 PIT Count only included the sheltered count.

WHAT'S IN PLACE TO ADDRESS FAMILY HOMLESSNESS?

Dedicated Shelter Beds for Families: San Diego has dedicated shelter beds for homeless families throughout the region. These include beds operated by Alpha Project, Father Joe's Villages, the San Diego Rescue Mission, SBCS, Operation HOPE, and various non-congregate hotel shelter programs throughout the region funded by the County of San Diego.

Safe Parking Programs: There are a few safe parking programs that operate throughout the region that provide safe places for households living in cars to park overnight and connect with services and other resources. Many of these households are families. Organizations such as Jewish Family Services and Dreams For Change operate robust models.

Domestic Violence Network: San Diego has a strong network of domestic violence partners and victim service agencies. Organizations such as SBCS, YMCA, Community Resource Center, and others provide shelter and services to families fleeing domestic violence. This includes shelter, rapid re-housing programs, and other services such as legal services and relocation assistance.

HUD CoC Domestic Violence Coordinated Entry System Grant: In 2018, the CoC was awarded a Domestic Violence Bonus Project grant in the CoC NOFA for CES. The RTFH as the CoC lead agency is responsible for administering this award.

Rapid Re-Housing: Rapid re-housing is a primary intervention for families. San Diego has a strong network of organizations proving families with rapid re-housing assistance including Father Joe's Villages, Alpha Project, SDHC, Salvation Army, and the largest is the Public Consulting Group that serves families enrolled in CalWorks programs.

County of San Diego: The County of San Diego's Health and Human Services Agency provides a variety of assistance to homeless families including benefits, employment assistance, rapid re-housing through CalWORKs, and various services through the Department of Child Welfare Services.

RTFH Statement of Racial Inequality and Action

Homelessness disproportionately affects people of color in the San Diego region and reflects the economic and racial divides that persist in this country. The RTFH is committed to addressing racial inequality and amplifying the perspectives of people of color with lived experience in our work, communication, and organizational decision-making. Addressing racial inequality within our country and more specifically within the effort to end homelessness is a significant and complex process. RTFH and the CoC Board are committed to ensuring racial equity within the homeless crisis response system and working with the community to do so.

Taking Action

In July 2020 the CoC board established the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans. The purpose of the Ad Hoc Committee is to explore the factors contributing to disparities among Black persons experiencing homelessness by analyzing system and program-level data within the homeless system and other sectors; to listen and engage in extensive public dialogue with community stakeholders; and to develop actions and recommendations to reduce and eliminate racial disparities in the San Diego homeless crisis response system. In January 2021 the County of San Diego declared racism a public health crisis. Both the County and the City of San Diego have created offices dedicated to ensuring racial equity and social justice.

With guidance from the RTFH HMIS department and the Center for Budget Policy Priorities, the Ad Hoc Committee data subcommittee developed key metrics that the community could measure against to determine progress in achieving greater equity in the homeless response system. Race is the largest predictive factor for homelessness in the United States. And today, in the San Diego region, where Black people make up only 5 percent of the population:

Black people are:

- **6 times more likely than non-Black people to experience homelessness**
- **5 times more likely than non-Black people to experience unsheltered homelessness.**
- **7 times more likely than non-Blacks to experience sheltered homelessness.**

In June 2022, the Ad Hoc Committee completed an Action Plan that included a set of recommendations that was adopted by the CoC Board. The Action Plan was released to the public in September 2022. The problems identified herein are complex and intersectional. This report outlines the first meaningful steps that we must take to create a more equitable homeless service system. The Ad Hoc Committee will continue this work on behalf of the Continuum of Care by further identifying implementation strategies for these important recommendations.

● **Action Item #1: Develop an HMIS Data Dashboard to track our Progress on Equity Goals.**
The Committee provides the following recommendations:
RTFH develop an Equity Dashboard that has metrics that are
- Actionable
- Investigative
- Informational

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● **Action Item #2:** <u>Inclusive Procurement.</u>

The Committee provides the following recommendations:
- Create seats at the table to expand decision makers for existing funding committees
- Include people with lived experience in decision-making
- Analyze current landscape of service providers to determine how accessible our programs are for Black people
- Incorporate DEI training as a contract requirement
- Explore utilizing proxies for race to target resources

● **Action Item #3:** <u>Training and Education</u>

The committee provides the following recommendations:
- Expand training opportunities for staff and leadership on specific DEI topics
- Annually assess if organization is inclusive and culturally sensitivity of populations served
- Provide training on recruitment practices to diversify frontline staff and leadership

● **Action Item #4:** <u>Mentorship of Black-led Organization</u>

The committee provides the following recommendations:
- Expand strategies for outreach and engagement of Black-led organizations
- Create mentorship for Black-led organizations specifically in financial and grants management to expand access to publicly available funding
- Encourage equity focused subcontracts with Black-led organizations so that new organizations can be brought into the homeless system right now

● **Action Item #5:** <u>Center the Voices of People with Lived Experience Who are Black</u>

The committee provides the following recommendations:
- Create a lived experience advisory committee of the CoC board
- Pay people with lived experience for their service
- Consider barriers to participation & anticipate strain for participation
- Commitment from homeless service organizations to include persons with lived experiencing in all areas of organization including staff and volunteers
- Build capacity for persons with lived experience through:
  - Trainings
  - Mentorships
  - Internships

● **Action Item #6:** <u>Transform the Crisis Response System</u>

The committee provides the following recommendations:
- Remove the barrier that mainstream housing resources are reserved for those people who are already connected to their services
- Increase availability of shelter for everyone; monitor data on access for Black people
- Increase access to mainstream services identified as having limited access for black people (recovery and behavioral health)
- Complete a Documentation Review on homeless system policies and procedures

The CoC is committed to addressing the racial disparities that exist within our homeless crisis response system, but we cannot do it alone. Meaningful systemic change will require a whole community response with active participation from elected officials, government partners, businesses, philanthropy, community organizations and individual San Diegans. The CoC will work with the Ad Hoc Committee to look at every available opportunity to make change, including determining, when appropriate, if legislative actions can be taken at a municipal or county level to further the objective of making our homeless response more equitable. We remain hopeful that with a united voice, a focus on immediate action and a long-term commitment to ending homelessness that we will achieve racial equality and work to end the systemic injustices that have disproportionately impacted Black people in San Diego.

"PEOPLE THINK IT'S OKAY TO SLEEP OUTSIDE HERE BECAUSE IT'S NICE OUTSIDE. I HAD TO SLEEP OUTSIDE IN A TENT. I LET MY KIDS USE MY BODY AS A PILLOW SO THEY WOULDN'T FEEL THE COLD CONCRETE."
— Mother in a Family Program

GEOGRAPHIC SUB-REGIONS IN SAN DIEGO

In San Diego, most people experiencing homelessness are in the City of San Diego, primarily in the downtown area. However, homelessness in San Diego is not just a downtown or a City of San Diego problem. Homelessness is very much a regional issue with all sub-regions – North County, East County, and South County – having acute problems. Cities including El Cajon, Escondido, Oceanside, Chula Vista, and National City are impacted by unsheltered homelessness. While homelessness is a regional issue, a critical challenge is that most homeless services and homeless services providers are located in the City of San Diego. This presents a challenge for people experiencing homelessness, especially those seeking shelter, with many of the options being located in downtown San Diego.
This is changing. In recent years, sub-regional efforts have gained momentum. The cities across North County have a long history of working together, beginning with the establishment of a shared investment in a regional rotational shelter program. More recently, a group of elected leaders across North County convened to develop the North County Action Plan. In East County, the East County Homeless Taskforce, sponsored by the East County Chamber of Commerce, has convened key partners and created a framework to move forward strategies. And in South County, partners including cities, the County, and non-profits are gathered at the table and have established the South Region Homelessness Alliance and created an Action Plan to guide their efforts.

Much of the needs, goals, and strategies for the central region of San Diego are embedded within the City of San Diego's Community Action Plan on Homelessness that was adopted in 2019. Goals include ending Veteran and youth homelessness and reducing unsheltered homelessness. Additionally, the Corporation for Supportive Housing (CSH) worked with the City of San Diego to project the numbers of homeless and housing interventions needed to meet current and future demand. This included a range of about 350-500 emergency shelter beds and over 3,000 units (including vouchers) of permanent supportive housing.

The following summaries provide a snapshot of the needs, partners, goals, strategies, and existing housing resources in the sub-regions. The summaries do not include an estimate of the projected need as CSH did for the City of San Diego. The RTFH will be working with CSH to produce this analysis and make it available for the sub-regions by the end of 2021.

SUB-REGIONAL FOCUS: NORTH COUNTY
About 16% of the region's homeless population on any given night is in North County (North County coastal and inland areas) with cities such as Escondido, Oceanside, Carlsbad, Vista, and Encinitas and unincorporated areas such as Fallbrook experiencing large populations of unsheltered homelessness.
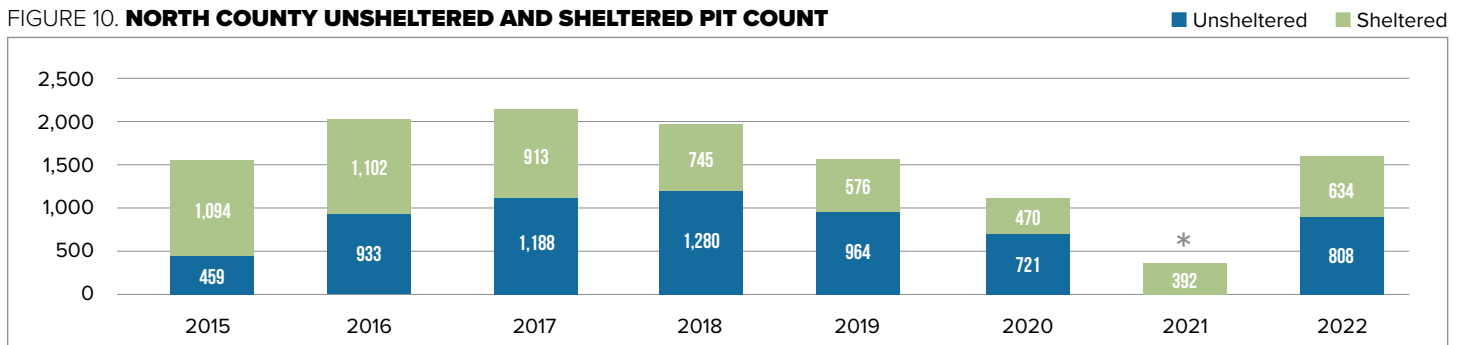
North County represents the largest sub-region in San Diego with a diverse geography with some of the most expensive housing in all of the County located along the coastal cities of Solana Beach, Del Mar, Encinitas, and Carlsbad, while inland areas are relatively less expensive, but still out of reach for a lot of households. Although diverse, cities across North County are coming together to create partnerships and work on common goals and there is a strong network of homeless services providers operating services across the sub-region.

North County Cities	North County Homeless Services Providers	North County Housing Authorities
• City of Carlsbad • City of Del Mar • City of Encinitas • City of Escondido • City of Oceanside • City of San Marcos • City of Solana Beach • City of Vista • Unincorporated Area of Fallbrook	*(Not Exhaustive)* North County Housing Authorities Alpha Project, Catholic Charities, Community Resource Center, Community Housing Works, Exodus Recovery, Interfaith Community Services, Interfaith Shelter Network, McAlister Institute, Mental Health Systems, North County Lifeline, Operation HOPE, Veterans Village of San Diego, YMCA	• City of Carlsbad[19] • City of Encinitas • City of Oceanside • County of San Diego

19 The City of Carlsbad is not a Public Housing Authority but does have a housing department that administers limited housing voucher programs and rental assistance

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FIGURE 10. **NORTH COUNTY UNSHELTERED AND SHELTERED PIT COUNT**

■ Unsheltered   ■ Sheltered

	2015	2016	2017	2018	2019	2020	2021	2022
Sheltered	1,094	1,102	913	745	576	470	392	634
Unsheltered	459	933	1,188	1,280	964	721	*	808

Note: In 2021 the CoC did not conduct an unsheltered PIT Count due to COVID-19. The 2021 PIT Count only included the sheltered count.

Since 2015 there has not been a significant increase in the number of homeless dedicated interventions. The total number of emergency shelter beds, rapid re-housing, and permanent supportive housing has remained relatively flat while North County has seen a significant decline in transitional housing beds (See figure 11).

FIGURE 11. **NORTH COUNTY HOMELESS HOUSING INVENTORY COUNT**

——— Emergency Shelter   ——— Rapid Re-Housing   ——— Transitional Housing   ——— Permanent Supportive Housing
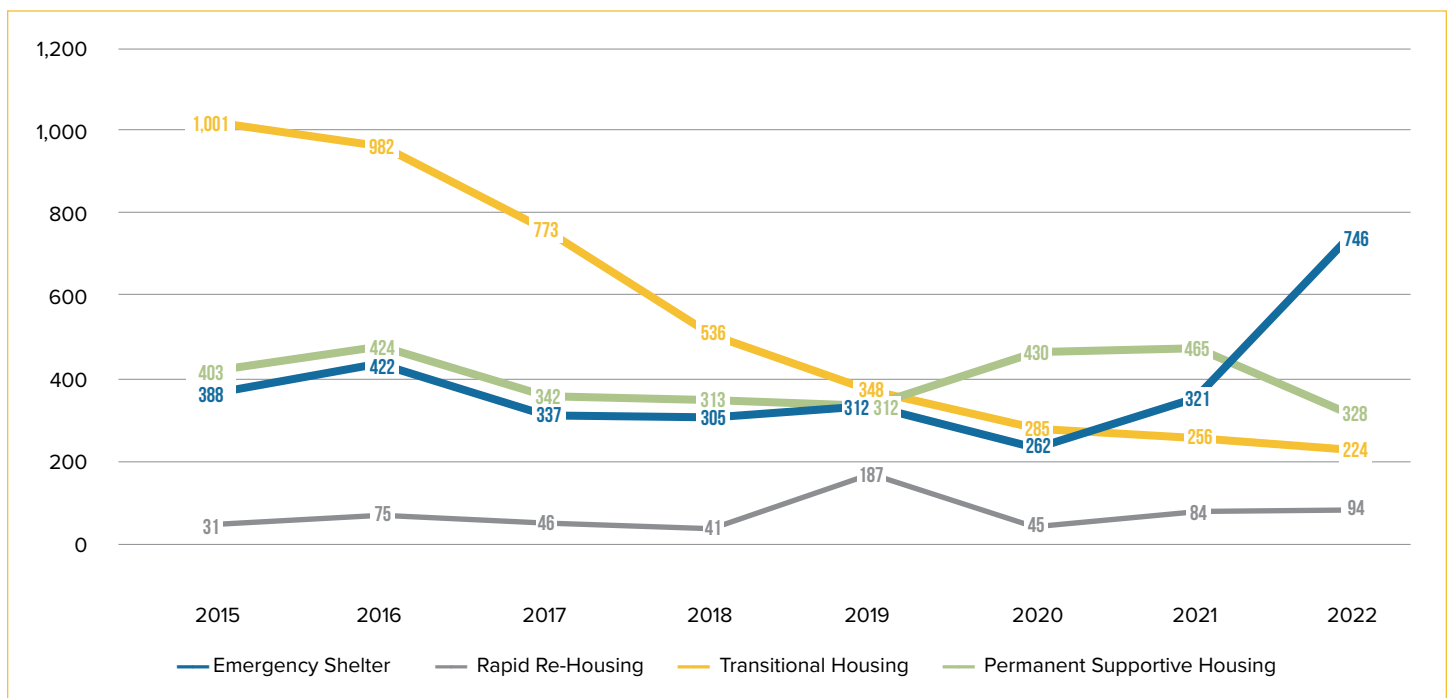
While TH has decreased throughout the region in recent years, North County has not seen commensurate nor any significant increase in other PHS, RRH, or ES resources, likely contributing to the increase in visible street homelessness in North County. In North County, a group of mayors and other key stakeholders has been regularly convening and in 2020 adopted a North County Homeless Action Plan that identified the following goals:

1. Reduce Unsheltered Street Homelessness 50% by January 2022
2. Increase Short-Term Housing Options Needed for People Experiencing Homelessness Today
3. Increase Long-Term Housing Options to End Homelessness for People Experiencing Homelessness or Who Are in Shelter Today

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The region will need to use these identified strengths to address specific needs to meet the goals identified by North County Leaders.

| NORTH COUNTY NEEDS	OVERVIEW OF NEEDS
Housing Focused Street Outreach	Although the commitment from the Board of Supervisors will increase the number of staff providing outreach and services, there will still be a need for more street outreach services in North County. This will be critical to engaging an unsheltered population effectively and moving them towards housing.
Low-Barrier Shelter for Single Adults	The City of Oceanside recently approved a plan to create 50 new beds of low-barrier shelter, however with this and existing programs in Carlsbad and Escondido, there is still not enough low-barrier year-round shelter to meet the need, especially for single adults who make up the majority of those living unsheltered. The City of Vista is also currently in the process of moving forward on a low-barrier shelter model.
Permanent Housing Options	There is limited supply of permanent supportive housing in the region given the need. And while supply is increasing, it's not at levels to meet the need. Additionally, there is limited rapid re-housing to help households especially families exiting homelessness
Local Infrastructure and Backbone to Realize Goals	While there are various partners in North County coordinating together, there is not a single dedicated entity for moving the adopted goals forward.

NORTH COUNTY STRENGTHS	OVERVIEW OF STRENGTHS
Strong Political Will	North County elected leaders have been convening on the issue of homelessness led by Escondido Mayor Paul McNamara and former Carlsbad City Councilmember Cori Schumacher along with the Alliance for Regional Solutions represented by Interfaith Community Services CEO Greg Anglea. This group has created a North County Homeless Action Plan.
City Homeless Plans	The cities of Carlsbad, Encinitas, Escondido, Oceanside, and Vista have all adopted plans to address homelessness in recent years
Alliance for Regional Solutions	The Alliance for Regional Solutions is a regional collaborative focused on addressing community needs such as homelessness. ARS convenes the Bridge to Housing Committee bringing together a diverse group of dedicated homeless services providers in the region.
City Staff are Coming Together	City staff responsible for homelessness across North County are regularly convening, planning, and learning from their peers on what are key challenges and how each are addressing.
County of San Diego	The County of San Diego is actively involved with North County cities. Recently the County Board of Supervisors recommended the funding of 10 new social workers dedicated to addressing homelessness in the region.

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SUB-REGIONAL FOCUS: EAST COUNTY

East County represents the second largest sub-region in the County with the highest numbers of persons experiencing homelessness. The cities of El Cajon and La Mesa as well as Spring Valley have large numbers of individuals living outside.

FIGURE 12. **EAST COUNTY UNSHELTERED AND SHELTERED PIT COUNT**
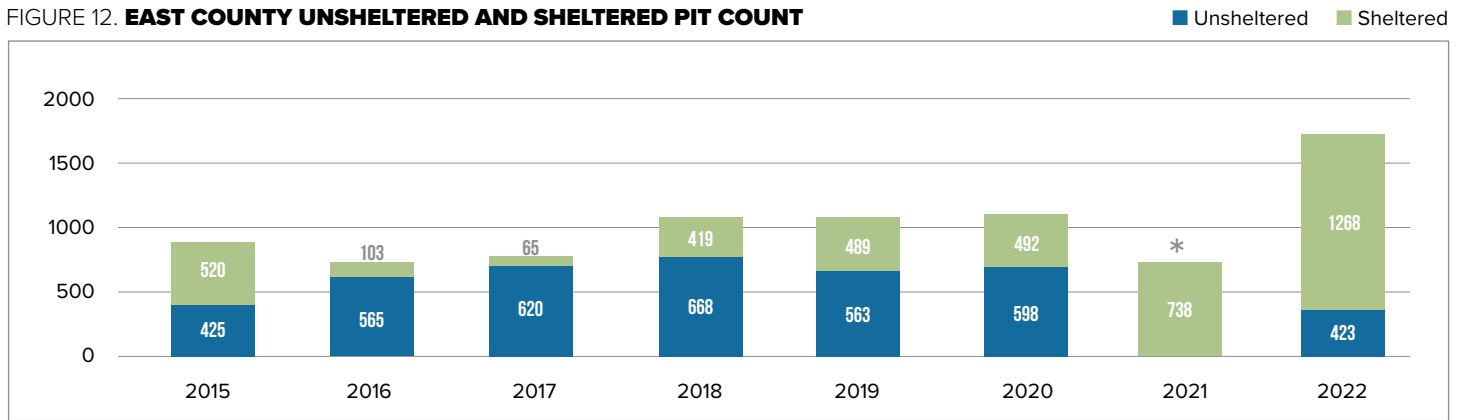
Note: In 2021 the CoC did not conduct an unsheltered PIT Count due to COVID-19. The 2021 PIT Count only included the sheltered count.

Much of the recent momentum for preventing and ending homelessness in East County has been through the East County Homeless Task Force (ECHTF), a collaboration sponsored by the East County Chamber Foundation. The ECHTF brings together cities and County, homeless services providers, private funders, business sector representatives, faith-based organizations, and others to implement shelter and housing solutions in East County. – The ECHTF has recently adopted three goals to drive efforts in the region.

1. Increase the number of region-wide, low barrier, year-round shelter beds (including wrap-around services for securing and stabilizing housing).
2. Increase the availability and inventory of permanent supportive housing and permanent affordable housing.
3. Ratify a plan for long-term sustainability by bringing funding to the task force and its projects.

The number of temporary housing beds in East County – emergency shelter and transitional housing - has been increasing in past years. Much of the increase in emergency shelter from 2020 to 2021 is due in part to non-congregate shelter the County has created. Rapid re-housing has been increasing, however, the number of permanent supportive housing in the region is dismal and non-existent.

FIGURE 13. **EAST COUNTY HOMELESS HOUSING INVENTORY COUNT**
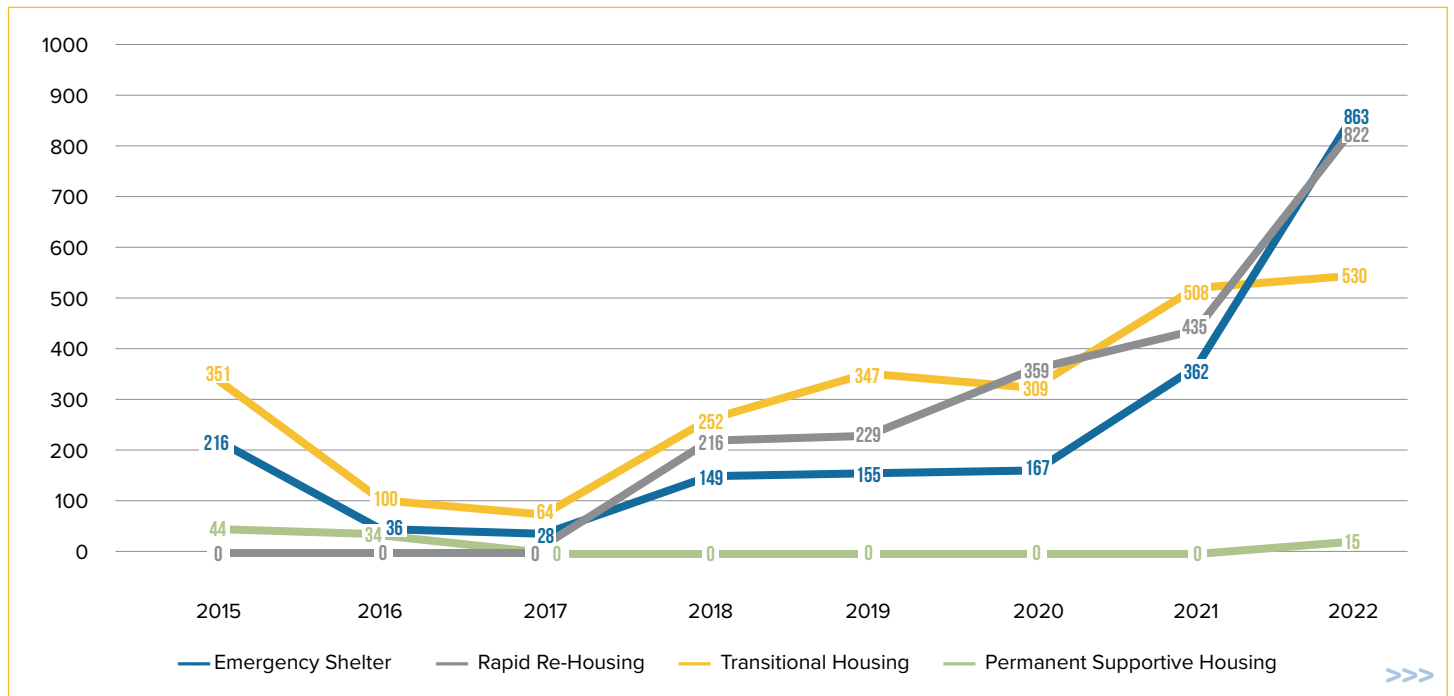
In East County, much of the recent momentum has been led by the East County Homeless Task Force (ECHTF), a program of the East County Chamber Foundation. The ECHTF brings together public and private sector stakeholders to develop solutions to the homeless problem in East County. This includes local government – cities and County, homeless services providers, private funders, business sector, faith-based organizations, and others.

East County Cities	East County Homeless Services Providers	East County Housing Authorities
• City of El Cajon • City of La Mesa • City of Lemon Grove • City of Poway • City of Santee • Unincorporated Areas of Alpine, Lakeside, Ramona, and Spring Valley	*(Not Exhaustive)* Alpha Project, Crisis House, East County Transitional Living Center, Equus Workforce Solutions, Homestart, McAlister Institute, Mental Health Systems, PATH, and Volunteers of America	• County of San Diego

EAST COUNTY STRENGTHS	OVERVIEW OF STRENGTHS
East County Homeless Taskforce	ECHTF has operated for several years and regularly convenes using a collective impact framework. It is the lead entity coordinating efforts and pushing strategies in East County. The ECHTF Steering Committee has a mix of both local leaders and regional partners such as the County, Funders Together to End Homelessness, and the RTFH.
City Engagement	The cities of El Cajon, Lemon Grove, and Santee are part of the ECHTF Steering Committee and are pursuing strategies in their cities. The City of La Mesa has adopted a plan and is implementing innovative programs especially street outreach models.
County of San Diego	The County has helped launch non-congregate shelter programs in the region and is in discussion with key stakeholders on additional shelter and permanent housing sites.

The needs identified below align with the existing goals already adopted by the ECHTF.

EAST COUNTY NEEDS	OVERVIEW OF NEEDS
Housing Focused Street Outreach	With a large unsheltered population, the region has increased street outreach staff, through more will likely be needed. The effectiveness of existing street outreach programs is hindered by a lack of shelter and housing options.
Low-Barrier Shelter for Single Adults	While new non-congregate sheltering options were stood up during the pandemic, the region still needs additional year-round, low-barrier and housing-focused shelter beds for single adults and safe parking programs for families and individuals.
Permanent Housing Options	There is a critical need to create new units of permanent supportive housing to house the most vulnerable individuals in the region as well as increase permanently affordable housing in general and increase access to existing affordable housing units in the private market.

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SUB-REGIONAL FOCUS: SOUTH COUNTY

Roughly 6% of the region's homeless population is in South County according to PIT Count figures, with the cities of Chula Vista and National City being severely impacted. In recent years, South County has been home to several large homeless encampments in the riverbeds and along different freeways.

FIGURE 14. **SOUTH COUNTY UNSHELTERED AND SHELTERED PIT COUNT**
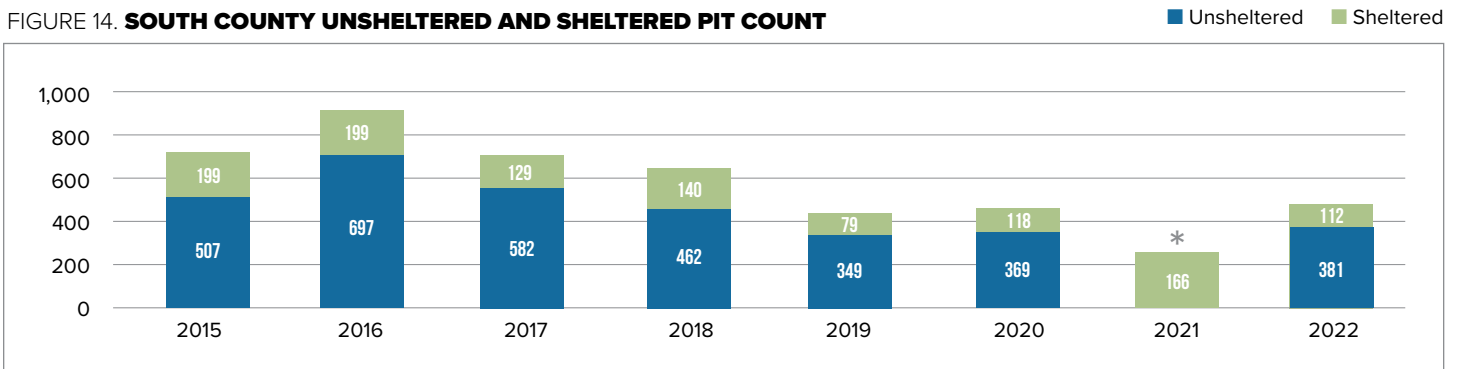
■ Unsheltered   ■ Sheltered

Note: In 2021 the CoC did not conduct an unsheltered PIT Count due to COVID-19. The 2021 PIT Count only included the sheltered count.

In South County, there is still very limited housing resources in the form of temporary housing such as shelter and permanent housing such as permanent supportive housing and rapid re-housing. However, the City of Chula Vista is actively working to stand up a low-barrier shelter program by the end of 2021 which will provide much need shelter beds in the region for single adults.

FIGURE 15. **SOUTH COUNTY HOMELESS HOUSING INVENTORY COUNT**
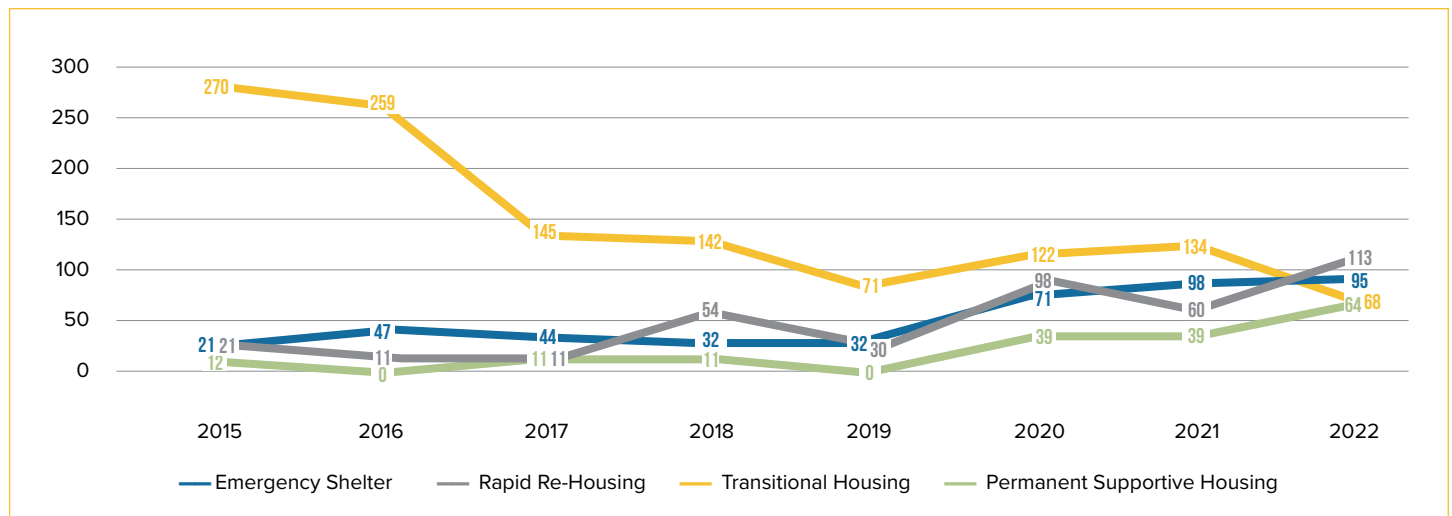
Within the last year, South County stakeholders have begun to more formally organize themselves to collectively address homelessness. This has been done with the support of County HHSA and the RTFH with the cities of Chula Vista and National City playing critical roles. This group, the South Region Homeless Alliance, has developed a sub-regional plan with goals and strategies.

South County Cities	South County Homeless Services Providers	South County Housing Authorities
• City of Chula Vista • City of Coronado • City of Imperial Beach • City of National City • City of San Diego (San Ysidro)	*(Not Exhaustive)* Alpha Project, Casa Familiar, Communities Through Hope, IB Neighbor Center, Interfaith Shelter Network, McAlister Institute, PATH, San Ysidro Health Center, and SBCS	• City of National City • County of San Diego

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Although early in its development, the South Region Homeless Alliance has adopted the following goals:

1. **Partner Engagement:** Ensure all South Region partners are engaged in the collaborative by January, 2021, with ongoing engagement of new partners.
2. **Bridge Shelter:** Open the Bridge Shelter in Chula Vista, starting with 90 beds and eventually increasing to 250, to serve all communities throughout South Region by December, 2021.
3. **Collective Impact Model:** Establish a collective impact model for addressing homelessness through the South Region Collaborative by September, 2021.
4. **Coordinated Outreach:** Establish a collective coordination effort across all jurisdictions to ensure Homeless Outreach activities are provided comprehensively throughout the region, using consistent approaches by December, 2021.
5. **Resources and Gaps:** Create a South Region Resource Map identifying all outreach, service, and housing resources for people who are homeless to identify where there may be gaps and where improved coordination is necessary by December, 2021.
6. **Regional Resource Development:** Create a mechanism to identify and track overall funding to support homeless outreach, services, and housing in the South Region, and respond collectively to funding opportunities by December, 2021.

SOUTH COUNTY STRENGTHS	OVERVIEW OF STRENGTHS
South Region Homeless Alliance	While the South Region Homeless Alliance is still in the early forming stages, it has the potential to be the collaborative table to help move forward strategies in the region.
City Engagement	The large cities of Chula Vista and National City are actively engaged in addressing homelessness. Chula Vista as an entitlement jurisdiction receives funding to address housing and homelessness. Additionally, National City is one of only a few Public Housing Authorities in the county and recently has been awarded new Emergency Housing Vouchers targeted to homeless populations.
County of San Diego	The County of San Diego is actively engaged in the south region and helping to coordinate the work of the South County Homeless Alliance.
Local Providers	SBCS (Formerly South Bay Community Services) is a well-known non-profit organization providing an array of homeless and other social services in the region. SBCS has deep roots in the South County. In addition, there are several grass roots community organizations operating in the South County, particularly in the smaller cities and the unincorporated area.

The needs identified below align with the existing goals being developed by the South Region Homeless Alliance.

SOUTH COUNTY STRENGTHS	OVERVIEW OF NEEDS
Local Infrastructure and Backbone to Realize Goals	There will need to be a formal backbone organization to help support the work of the South Region Homeless Alliance.
Expansion of Homeless Services Providers	While SBCS is a long-standing provider, there is a need for additional homeless services providers to operate in the region, that provide housing, especially those focused on working with single adults.
Open Shelter in Chula Vista and Reassess Needs	The City of Chula Vista is in the process of opening a low-barrier shelter to serve the region. There will be a need to understand the impact in the region once the shelter has been in operation for a little while. It is expected that the shelter will increase its bed capacity over time.

Individuals experiencing homelessness often interact with and/or receive services from multiple systems simultaneously. Two critical systems are the healthcare and criminal justice sectors. There is a critical need for the homeless system to partner and coordinate better with each of these systems. While below only provides highlights of the healthcare and criminal justice systems, it is important that the homelessness system enhance coordination with other systems such as the employment/workforce sector, education, foster care, and others.

HEALTHCARE SYSTEM

Housing is a key social determinant of health and housing can improve health outcomes and decrease health costs. National and local research has demonstrated that people experiencing homelessness with complex health needs disproportionately access emergency health services that are costly to the community. San Diego has a strong history of coordination across the health and housing system going back to Project 25, a frequent user pilot led by the United Way of San Diego County. While Project 25 was a successful pilot, the healthcare landscape has significantly shifted over the past decade as a result of the implementation of the Affordable Care Act (ACA). One of the key components of the ACA was that it expanded health coverage for Medi-Cal to adults with incomes up to 138% of the federal poverty level, and California opting into Medicaid expansion. This basically made anyone experiencing homelessness in California eligible for Medi-Cal.

WHAT'S IN PLACE?

Healthy San Diego and CalAIM: Currently San Diego has seven Medi-Cal Managed Care Plans – Aetna, Community Health Group, Health Net, Kaiser Permanente, Molina, Promise/Blue Shield, and United Healthcare. Healthy San Diego was established as a partnership across the Health Plans to promote communication, coordination and consistency in services across the region. The MCP's are responsible for working with partners and implementing California Advancing and Innovating Medi-Cal (CalAIM) a multi-year state initiative to improve the quality of life and health outcomes of California's Medi-Cal population. CalAIM draws upon the approaches that have been used in Whole Person Care pilots across the State, including in San Diego, to provide person-centered services to high health care utilizers. Two of the components of CalAIM are very relevant for the homeless system – Enhanced Care Management (ECM) and Community Supports (CS). Both of these efforts provide Medi-Cal funding to provide services for vulnerable populations including individuals experiencing homelessness. While ECM will be an entitled benefit to Medi-Cal members who meet criteria, CS is optional for Medi-Cal Plans to provide. Locally, Healthy San Diego has been working with community partners to solicit input on the array of services to be provided through ILOS, which may include tenancy supports, housing deposits, medical respite care, and others.

CoC Ad Hoc Committee on Health and Homelessness: In spring 2021, the CoC Board formed an Ad Hoc Committee on Health and Homelessness. The committee includes CoC Advisory Board members and other stakeholders that have a vested interest in meaningfully connecting the health and housing systems.

Hospital System: The network of local hospitals has been a key partner with the homeless system for years. Partners such as the Hospital Association of San Diego and Imperial Counties (HASDIC) and hospitals such as UCSD, Scripps Health, and Sharp Healthcare have been strong partners. The passage of SB-1152 in 2018 required hospitals to develop specific discharge processes for individuals experiencing homelessness.

County of San Diego Behavioral Health Services: While most physical health conditions and mild to moderate mental health are the responsibility of MCP's, the County of San Diego is responsible for the behavioral health needs of individuals with severe and persistent mental illness, and people with substance use disorders. County Behavioral Health Services (BHS) has been a strong partner with the homeless system for many years. Much of the permanent supportive housing in the region is a partnership with BHS through the Mental Health Services Act (MHSA) and more funding has come from the state for housing homeless individuals with mental illness through No Place Like Home. BHS has also embedded homeless outreach throughout the region through both substance use disorder and mental health programs.

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Whole Person Wellness and Health Homes: The Whole Person Wellness (WPW) administered by the County of San Diego was a five-year pilot as part of the federal 1115 waiver. WPW targeted Medi-Cal beneficiaries who were high utilizers and experiencing homelessness with a significant physical and/or behavioral health condition. PATH and Exodus Recovery provided a supportive services model to work with individuals and help them access and maintain stable housing. Whole Person Wellness will be transitioning to ECM administered by the Health Plans in January 2021.

Additionally the Health Homes Program that is administered by the Managed Care Plans provides care coordination, care management, and other supports to Medi-Cal beneficiaries with complex conditions, many of whom are also experiencing housing instability and homelessness. Health Homes will be transitioning to CalAIM in January 2021.

Federally Qualified Health Centers: San Diego has a strong network of Federally Qualified Health Centers (FQHC's), many of which provide critical health care and supportive services to individuals and families experiencing homelessness. Organizations such as Family Health Centers of San Diego, La Maestra Clinic, San Ysidro Health, Vista Community Clinic, Father Joe's Villages, and others provide care. Some FQHC's operate Healthcare for the Homeless programs that provide special health services targeted to people experiencing homelessness. Health Center Partners of Southern California help coordinate the work of the FQHC's in the region.

CRIMINAL JUSTICE SYSTEM

Similar to the healthcare system, there is significant overlap of the homeless system and the criminal justice system – including both jails (County) and prisons (Federal and State). The 2020 PIT count found that 25% of inmates surveyed in the County jail reported they were homeless at the time of their arrest. It is also known that having stable housing is critical strategy to reduce recidivism.

WHAT'S IN PLACE?

County of San Diego Public Safety Group: The County of San Diego Public Safety Group (PSG) includes various County Departments that focus on public safety including the Sheriff's Department, District Attorney, Probation, and the Public Defender. PSG has been active and engaged in discussions regarding homelessness in the region for several years.

Homeless Court: The San Diego Homeless Court program has been operating for over a decade and supports individuals participating in approved homeless services the opportunity to address a full range of misdemeanors and infractions that often act as barriers to housing and/or employment. Father Joe's Villages and VVSD offer the program onsite at their locations and dozens of homeless services providers across the region are approved to refer people in their programs.

Sheriff's and Police Department Outreach: The Sheriff's Department and various cities across San Diego county have implemented street outreach programs using law enforcement officers. Some of these are paired with social services staff.

County of San Diego Community Care Coordination Program: The County of San Diego created the Community Care Coordination (C3) program to provide jail in-reach and various re-entry services to frequent users of the jail the system, many of whom are experiencing homelessness, and the C3 Veterans program which is a similar model but focused on homeless Veterans. C3 and C3V connects with people while they are still incarcerated and works with them on transition into the community with a significant focus on housing stability. PATH is the contracted operator of the programs.

Array of Community Programs: In addition to those noted above, there are an array of community programs such as SMART, Assertive Community Treatment (ACT) programs dedicated to justice-involved persons, jail in-reach programs, Collaborative Courts, and coordinated release programs in operation.

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